Workplace gazette

An Industrial Relations Quarterly

Winter 2002

Vol. 5, No. 4

- Health and Safety at Aluminerie Lauralco inc.
- Work-Life Balance in Canadian Workplaces
- Labour-Management Relations Survey

Human Resources Development Canada
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Workplace Gazette

An Industrial Relations Quarterly

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AT A GLANCE

The *Workplace Gazette* presents a wide range of information and analysis to meet the ever-changing needs of the industrial relations community. Its purpose is to provide a sound base for research in support of the bargaining process.

The *Workplace Gazette* includes information and analysis on wage adjustments, collective agreement provisions, innovative workplace practices, work stoppages, upcoming key negotiations and other related topics.

This issue includes third quarter data for 2002 on wage adjustments in major collective agreements, both current and historical, by public and private sectors, by region, by jurisdiction and by major industry. Also included, is a listing of major settlements reached in the third quarter 2002; highlights from our annual collective bargaining forecast as well as information on work stoppages for the third and second quarters of 2002.

Innovative practices in the workplace resulting from collective bargaining are summarized. A case study features the Health and Safety Management at Aluminerie Lauralco inc.

Articles include a checklist and a continuum of work-life balance in Canadian workplaces. Highlights from a seminar on new employment relationships and the "digital divide" are provided. The results of the Canadian Labour and Business Centre 2002 survey on labour-management relations in Canada are presented. An article focuses on expiry and settlements months of collective agreements in Canada. Trends in federally regulated sectors are presented. Also featured is a short summary from a meeting of the Building Trades in Canada.

Recent changes in Canadian Labour Laws focus on adopted bills, regulations and other statutory instruments. Yesterday and Today focusses on Collective Agreement Expiry and Settlement Month.

The Departmental Library is commenting on reading suggestions related to learning.

GEORGE VICKERS HAYTHORNE

A Stalwart of Labour Principles

IN MEMORIAM
1909–2002

Dr. George Vickers Haythorne

Born in Edmonton in 1909, George Vickers Haythorne spent a total of 27 years working for the federal government, starting with the National Selective Service, in the Department of Labour, in 1942. As Associate Director of the Service until 1947, Mr. Haythorne helped develop wartime initiatives to address labour shortages by recruiting Polish veterans and other "displaced persons" to emigrate to Canada for work on farms and in logging.

On the basis of his consensus-building skills and other talents, Mr. Haythorne rose quickly in the post-war Department of Labour and was named Assistant Deputy Minister in 1953.

In 1961, Michael Starr, the Minister of Labour, hand-picked George Haythorne to be his Deputy Minister. As Deputy Minister until 1968, one of Mr. Haythorne's successes included finding a way to keep trades people employed in the winter, a time when the Canadian construction industry usually went dormant, by introducing the well-known slogan ***"Why Wait For Spring, Do It Now!"***. Another notable achievement: Canada's current community college system. Federal funds were invested in the construction of technical training schools throughout the country. Those schools evolved into today's system of community and vocational colleges.

George Haythorne is also remembered for his leadership in guiding the Department from its historic role of "referee" to a then new model of "positive industrial relations." Mr. Haythorne was instrumental in improving labour practices and standards in Canada, and elsewhere, through his work with the federal Department of Labour, the International Labour Organization, and various governmental and non-governmental advisory committees.

In fact, Mr. Haythorne was very active and well-known within the International Labour Organization throughout his career. He was Chairman of an Organization's Productivity Committee in 1952, and he was the Canadian Government's representative on the Governing Body of the International Labour Organization for over 10 years.

George Vickers Haythorne and his accomplishments cannot be summed up with words alone. His personal enthusiasm, his ability to recognize a good idea, and his long service to the public brought about profound and lasting changes to Canadian society. In the Labour Program's centennial year of 2000, the main conference room was renamed the Haythorne Boardroom, to commemorate Mr. Haythorne's life-long contributions to the labour cause.

George Vickers Haythorne passed away November 22, 2002. He was 93 and died from complications from a stroke.

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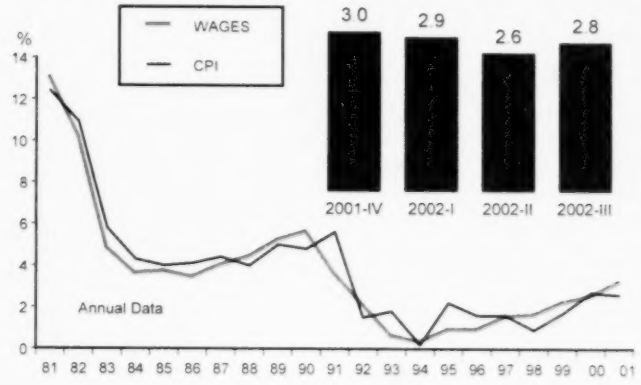
MAJOR WAGE SETTLEMENTS—THIRD QUARTER 2002*

Summary

- Base-rate wage increases for the **third quarter of the year 2002** averaged **2.8 per cent**
- Wage adjustments in **public-sector** settlements averaged **3.2 per cent** while in the **private sector**, wage adjustments averaged **2.4 per cent**
- **Prince Edward Island** recorded the largest wage gains at **6.0 per cent** while **British Columbia** had the smallest wage gains at **1.4 per cent**
- On an industry basis, the largest wage increases were in **Transportation** at **5.4 per cent**; the smallest gains were in **Construction** at **1.1 per cent**

Chart A

Major Wage Settlements
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Overview

Major collective bargaining settlements reached in **the third quarter 2002** provided base-rate wage increases averaging **2.8 per cent** annually over the contract term. This is slightly higher than the 2.6 per cent figure recorded in the previous quarter but lower than the 3.1 per cent average recorded for the year 2001 as a whole. The third quarter 2002 results are based on a review of 85 settlements reached in the period, with a coverage of 182,470 employees.

When the parties to the third quarter settlements previously negotiated, contract duration averaged 37.5 months, and the resulting wage adjustments averaged 2.3 per cent compared to the 2.8 per cent in their current round of settlements and an average contract duration of 37.1 months.

In the third quarter 2002, the majority of agreements settled (52.9 per cent) and employees covered (55.3 per cent) were in the public sector. Wage increases in the **public sector** averaged **3.2 per cent** for 100,940 employees in 45 agreements and in the **private sector, 2.4 per cent** for 81,530 employees in 40 agreements.

* Major settlements are those involving bargaining units of 500 or more employees. All wage rate adjustments over the term of these agreements, including those arising from cost-of-living clauses (COLA), are taken into account. The yield of such COLA clauses is estimated on an assumed 2.0 per cent annual increase in the Consumer Price Index.

Distribution by Size of Wage Adjustments

The majority of agreements (62.3 per cent) and employees (62 per cent) have settled for increases in the 2.0 to 3.9 per cent range.

Employees in only a single agreement were subject to a wage freeze. They constituted but 0.4 per cent of all employees in third-quarter 2002 settlements.

Only 5.4 per cent of all employees in the third-quarter 2002 settlements received increases in the 0.1 to 0.9 per cent range; 16.3 per cent of all employees received increases of 1.0 to 1.9 per cent. Another 16 per cent of employees received wage gains of 4.0 per cent and more.

Distribution of Agreements and Employees by Size of Wage Adjustments, Third Quarter 2002

	Agreements		Employees	
Adjustment Range	Number	Percentage	Number	Percentage
0% (No increase)	1	1.2	650	0.4
Over 0% to 0.9%	5	5.9	9,780	5.4
1.0% to 1.9%	12	14.1	29,790	16.3
2.0% to 2.9%	25	29.4	54,840	30.1
3.0% to 3.9%	28	32.9	58,280	31.9
4.0% to 4.9%	8	9.4	22,000	12.1
5.0% to 5.9%	3	3.5	2,820	1.5
6.0% to 6.9%	3	3.5	4,310	2.4
ALL LEVELS	85	100.0	182,470	100.0

Note: Due to rounding, percentages may not always equal 100 per cent.

Source: Workplace Information Directorate

Public and Private Sectors

Private-sector wage adjustments yielded an increase of **2.4 per cent** in the third quarter of 2002, down fractionally from 2.5 per cent in the second quarter of 2002, and down more considerably from the 3.0 per cent average for the year 2001. For the first three quarters of 2002 combined, wage adjustments in the private sector also averaged 2.4 per cent.

Wage adjustments in the **public sector** averaged **3.2 per cent** in the third quarter of 2002, up from 2.7 per cent in the second quarter. The average for the public sector in the first three quarters of 2002 combined was 2.8 per cent.

Employee coverage in the public sector was larger than in the private sector in the third quarter. There were 100,940 public sector employees (55.3 per cent of all employees) in 45 contracts. In the private sector, 81,530 employees in 40 contracts accounted for 44.7 per cent of the employee coverage.

The private-sector figure was influenced in part by four General Motors agreements providing 17,870 employees with wage increases averaging 4.0 per cent. This was moderated by the many British Columbia Construction settlements providing 21,300 workers with relatively low wage increases ranging from 0.4 to 1.5 per cent. Also, 8,020 security guards in Quebec

with the Agence de sécurité et d'investigation received wage gains of 2.3 per cent and a retail trade sector settlement, No Frills Franchise Stores in Ontario, provided 5,200 employees with wage gains averaging 1.8 per cent.

The public-sector figure was influenced by various health sector settlements in the Atlantic Provinces, in Ontario, in Manitoba and in British Columbia. The Government of Saskatchewan provided 12,400 teachers with wage gains averaging 3.9 per cent. The Canada Customs and Revenue Agency provided 10,000 employees with a wage increase averaging 2.6 per cent.

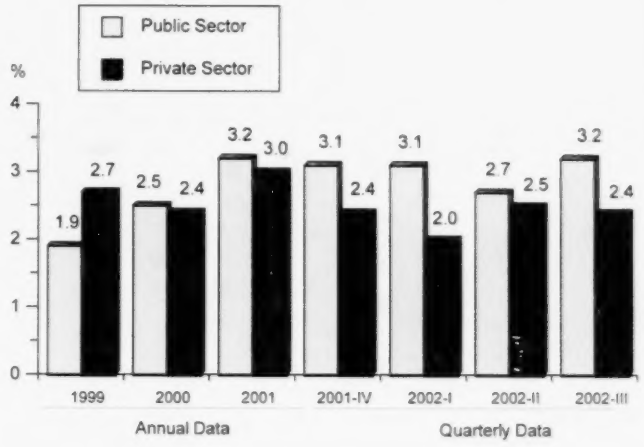
Wage Adjustments by Region/Jurisdiction

On a regional/jurisdictional basis, the smallest increase in the third quarter was in **British Columbia** (**1.4 per cent** for 34,080 employees in 20 agreements, influenced largely by the construction settlements). The largest wage gains were recorded in **Prince Edward Island** at **6.0 per cent** for 1,030 employees in a single agreement (nurses), in **Alberta** at **4.4 per cent** (six agreements covering 12,990 employees), and in **the Multiprovince** jurisdiction at **4.3 per cent** for 1,020 employees in a single agreement (Finning International).

The largest concentration of employees was in **Ontario**, with 64,720 employees in 34 agreements receiving wage adjustments averaging **3.0 per cent**. Ontario public sector settlements averaged 2.9 per cent compared to the private sector increase of 3.1 per cent.

Chart B

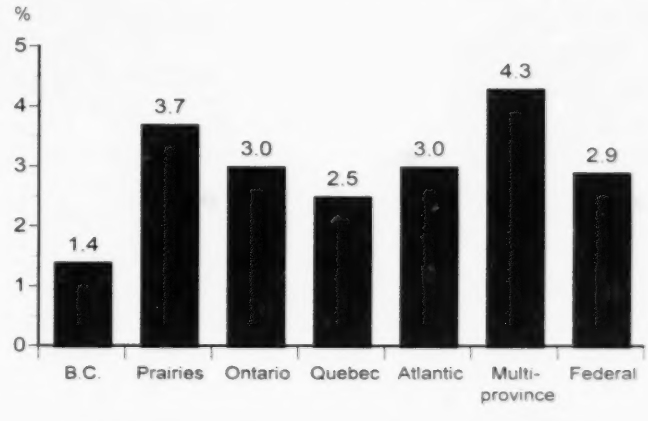
Major Wage Settlements by Public/Private Sectors
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Chart C

Major Wage Settlements by Region/Jurisdiction
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Wage Adjustments by Industry

Largely reflecting the impact of settlements in British Columbia's **construction** sector, settlements at an average of **1.1 per cent**, exerted downward pressure on the all-industries average. Wage gains were larger in all other major industry sectors.

The largest concentration of employees and the second largest average increases were recorded in the **education, health and social services** sector; 24 agreements provided 55,530 employees with increases averaging **3.5 per cent**.

The largest increase was recorded in the **transportation** sector at **5.4 per cent**; however this was as a result of a single federal public sector agreement.

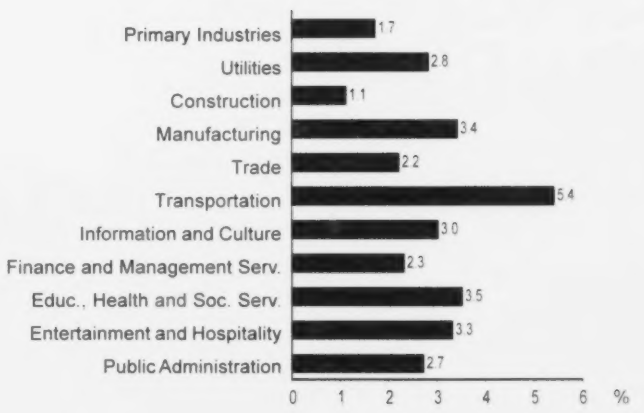
In **manufacturing**, wage increases averaged **3.4 per cent** for 28,950 employees in 13 agreements. The four General Motors settlements at 4.0 per cent, were moderated in part by the Stelco settlement providing 4,000 workers with a wage gain of 1.6 per cent.

In **public administration**, 15 agreements provided 34,850 employees with wage increases averaging **2.7 per cent**.

Wage increases on an industry basis are itemized in an adjoining chart; a listing of settlements by industry in the third quarter 2002 appears on pages 16 to 19.

Chart D

Major Wage Settlements by Industry
Average Annual Percentage Adjustment in Base Rates



Source: Workplace Information Directorate

Year-to-date 2002

Wage increases in the first nine months of 2002 (January to September) averaged 2.7 per cent for 841,265 employees in 277 major settlements. When the parties to these settlements previously negotiated with contract durations averaging almost 40 months, the resulting wage adjustments averaged 2.2 per cent, compared to the 2.7 per cent in their current settlements and with contract durations averaging 33 months.

In the **public sector**, wage adjustments for 684,015 employees in 197 agreements settled in the first nine months of 2002 averaged **2.8 per cent**.

Private-sector wage increases for 157,250 employees in 80 agreements averaged **2.4 per cent**. There were a very large number of important public sector settlements in Quebec, Ontario, British Columbia and the Federal jurisdiction.

On an industry basis, the largest average wage increase was in **manufacturing** at **3.2 per cent**. The smallest average increase was in the **construction** sector at **1.1 per cent** (comprised totally of British Columbia construction contracts). The largest concentration of employees was in the **education, health and social services** sector with 446,740 employees receiving increases averaging **3.0 per cent** in 136 settlements.

Wage Data for the Third Quarter 2002 for Small, Medium and Large Size Bargaining Units

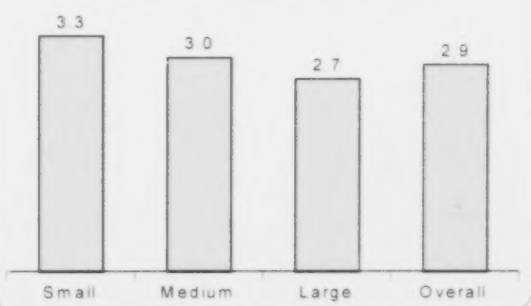
Among the 134 collective bargaining settlements reached in the third quarter of the year 2002, 49 settlements were in small bargaining units (between 100 and 499 employees), 57 were in medium bargaining units (500 to 1,999 employees), and 28 were in large bargaining units with 2,000 employees and over. During this period, the overall base-rate wage adjustment averaged 2.9 per cent, up marginally from the first and second quarters of 2002. The overall **public-sector** wage adjustment at **3.2 per cent** was higher than the figure of **2.4 per cent** reported for the **private sector.**

Small bargaining units reported an average increase of **3.3 per cent,** higher than the 2.5 and 2.6 per cent reported for the first and second quarters of the year. **Public-sector** settlements provided an average increase of **4.2 per cent,** much higher than the 2.8 and 2.5 per cent in previous quarters. **Private-sector** wage adjustments were lower at **1.8 per cent,** compared to 2.4 and 2.5 per cent in previous quarters. On an industry basis, the **education, health and social services** sector had the highest wage adjustment at **4.3 per cent** while **construction** reported the lowest average at **1.2 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **5.4 per cent** in the **Prairie Provinces** to a low of **1.3 per cent** in **British Columbia**

Medium bargaining units reported an average wage increase of **3.0 per cent,** compared to 3.0 and 2.5 per cent in the first and second quarters. **Public-sector** settlements resulted in an average increase of **3.5 per cent,** compared to 2.5 per cent in the previous quarter, which was slightly higher than the **private-sector** figure of **2.5 per cent.** On an industry basis, the **transportation** sector had the highest wage adjustment at **5.3 per cent** while **construction** reported the lowest average at **1.1 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **4.3 per cent** in the **Multiprovince** category to a low of **1.8 per cent** in **British Columbia.**

Chart E

Average Wage Adjustments in Percentage by Size of Bargaining Units

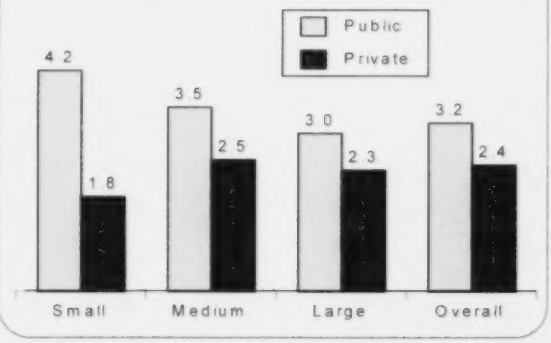


Source: Workplace Information Directorate

Large bargaining units reported an average wage increase of **2.7 per cent,** the same as the second quarter but slightly lower than the 2.9 for the first quarter of 2002. **Public-sector** average wage increases at **3.0 per cent** was slightly higher than the second quarter and remained higher than the **private sector** average wage adjustments of **2.3 per cent.** On an industry basis, the **manufacturing** sector had the highest wage adjustment at **3.4 per cent** while **construction** reported the lowest increase at **1.0 per cent.** On a regional/jurisdictional basis, average increases ranged from a high of **3.7 per cent** in the **Prairie Provinces** to a low of **1.1 per cent** in **British Columbia.**

Chart F

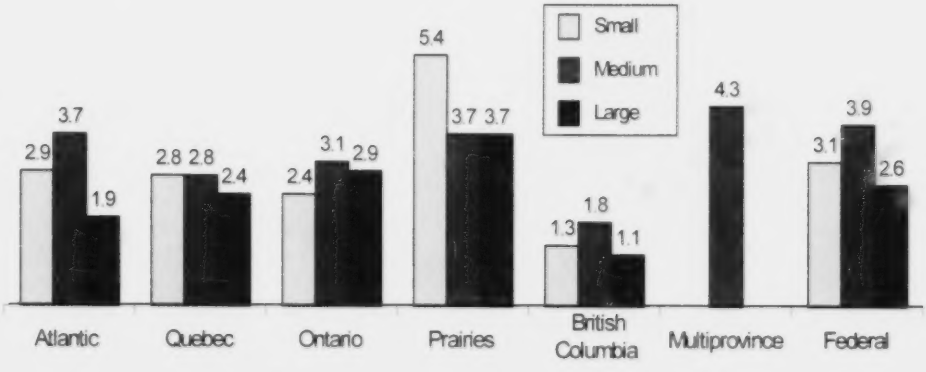
Average Wage Adjustments in Percentage by Public and Private Sectors



Source: Workplace Information Directorate

Chart G

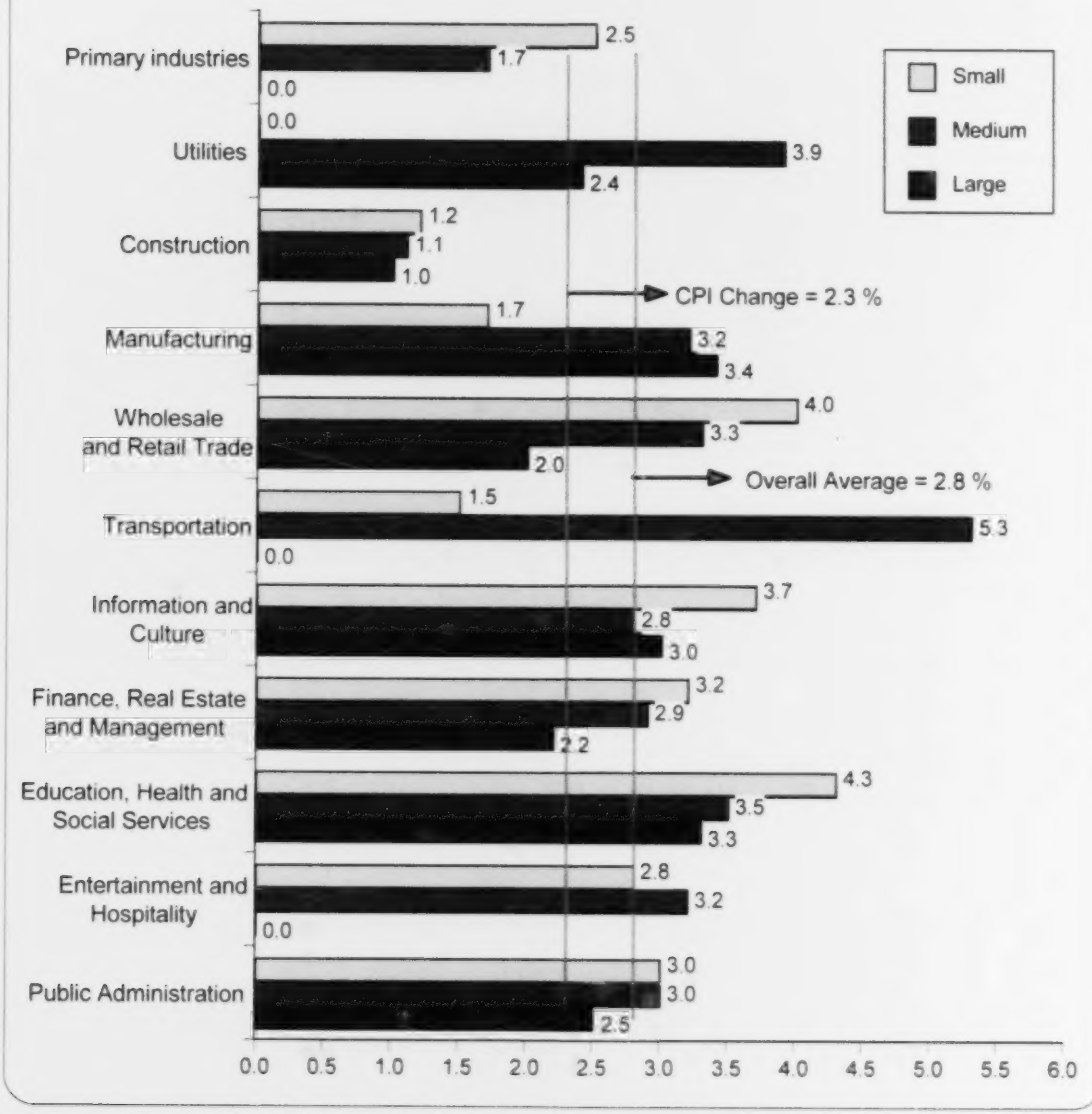
Average Wage Adjustments, by Size of Bargaining Units, by Region/Jurisdiction



Source: Workplace Information Directorate

Chart H

Average Wage Adjustment by Size of Bargaining Units, by Industry



Source: Workplace Information Directorate

COLLECTIVE BARGAINING FORECAST—2003

In December of each year, the Workplace Information Directorate undertakes an "exercise" to estimate the wage outcomes of collective bargaining for the coming year.

The forecast data are developed using internal and external expertise and individual forecasts are aggregated and weighted based on employee coverage for major collective agreements (more than 500 employees) likely to be settled in 2003.

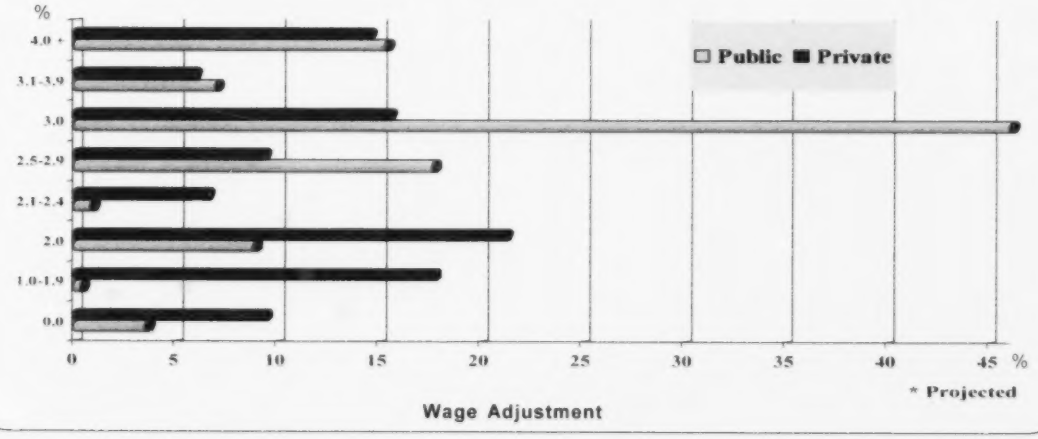
Highlights of 2003 Forecast

Overall wage adjustment	2.8%	Number of major agreements to settle	426
• Private sector	2.3%	Number of employees covered	690,500
• Public sector	3.0%	Projected Consumer Price Index	2.0%

Forecast Wage Adjustment by Industry Group

Primary Industries	1.7%	Finance, Real Estate and Management Services	1.7%
Utilities	3.1%	Education, Health and Social Services	3.2%
Construction	3.9%	Entertainment and Hospitality	2.4%
Manufacturing	2.0%	Public Administration	2.9%
Wholesale and Retail Trade	1.4%		
Transportation	2.7%	**All Industries**	**2.8%**
Information and Culture	2.3%		

Forecast Distribution of Employees by Size of Wage Adjustment—2003*



Source: Workplace Information Directorate

Other Forecasts

Organizations	*Forecast Average Increases*	
The Conference Board of Canada[1]	Unionized 2.7%	- -
Groupe Conseil Aon[2]	- -	Hourly Unionized by Industries 2.0% to 2.7%
Hewitt & Gestion conseil LORAN[2]	Unionized 2.9%	Unionized by Region 2.8% to 3.8%
Morneau Sobeco[2]	Hourly Unionized 2.6%	Hourly Non-Unionized 2.9%
Mercer[2]	Hourly Production 2.2% to 2.0%	- -
Towers Perrin[2]	Salaried (Not Unionized) 3.4%	Average 3.3%
Watson Wyatt[2]	Hourly Paid (Budget) 3.2%	Office (Scale) 3.4%
Institut de la statistique du Québec[2]	Unionized 2.3%	Unionized Public Administration 2.0%

[1] Conference Board of Canada, *Compensation Planning Outlook 2003: Real Wage Gains Expected*, Fall 2002.

[2] Ordre des conseillers en ressources humaines et en relations industrielles agrées du Québec. *Les prévisions salariales 2003*, Portail-RHRI 2002.

Calendars of Collective Agreements Expiries and Reopeners

Coming soon, the 2003 Calendar listings for
MAJOR and SMALL Bargaining Units

2002 Calendar of Major Bargaining Units is available on the Workplace Information Directorate Web site at

http://labour.hrdc-drhc.gc.ca/doc/wid-dimt/eng/expreo.cfm

MAJOR SETTLEMENTS REACHED IN THE THIRD QUARTER 2002

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Primary Industries (2 agreements)	**1,730**	**1.7**	**1.6**	**36**	
Falconbridge Limited, Kidd Metallurgical Division, smelting and refinery employees, Timmins, Ont.	680	2.2*	2.0	36	2005-09-30
Inco Limited, mine employees, Thompson, Man.	1,050	1.4*	1.3	36	2005-09-15
Utilities (2 agreements)	**3,410**	**2.8**	**3.2**	**24**	
Epcor Utilities Inc., utility workers, Edmonton, Alta.	610	4.0	4.0	24	2003-12-29
Hydro-Québec, scientific and other professionals, province-wide, Que.	2,800	2.5	3.0	24	2003-12-31
Construction (10 agreements)	**22,560**	**1.1**	**-0.1**	**48**	
Boilermaker Contractors' Association of British Columbia, boilermakers, province-wide, B.C.	1,260	1.3	-1.5	48	2004-04-30
Construction Labour Relations Association of British Columbia, bricklayers, province-wide, B.C.	510	1.5	0.9	48	2004-04-30
Construction Labour Relations Association of British Columbia, carpenters, province-wide, B.C.	5,960	1.0	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, electricians, province-wide, B.C.	1,500	1.5	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, heavy equipment operators, province-wide, B.C.	2,300	1.1	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, iron workers, province-wide, B.C.	1,750	1.3	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, labourers, province-wide, B.C.	4,700	0.9	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, painters, province-wide, B.C.	1,500	0.5	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, plasterers, province-wide, B.C.	580	0.4	0.0	48	2004-04-30
Construction Labour Relations Association of British Columbia, plumbers and pipefitters, province-wide, B.C.	2,500	1.3	-0.5	48	2004-04-30
Manufacturing (13 agreements)	**28,950**	**3.4**	**3.0**	**39**	
Alcan Smelters and Chemicals Ltd., plant and maintenance employees, Kitimat, B.C.	1,320	2.6*	3.0	36	2005-07-23
Babcock & Wilcox Canada, plant and maintenance employees, Cambridge, Ont.	500	3.0	3.0	36	2005-08-31
Boeing Canada Technology Ltd., plant and maintenance employees, Winnipeg, Man.	700	5.0*	5.8	36	2005-07-10
Bombardier Transportation, Mass Transit-North America, production employees, Thunder Bay, Ont.	700	4.0*	1.7	36	2005-05-31
General Motors of Canada Limited, plant and maintenance employees, London, Ont.	1,460	4.0*	3.6	36	2005-09-20
General Motors of Canada Limited, plant and maintenance employees, Oshawa, Ont.	9,980	4.0*	3.6	36	2005-09-20

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Manufacturing (continued)					
General Motors of Canada Limited, plant and maintenance employees, St. Catharines, Ont.	4,730	4.0*	3.6	36	2005-09-20
General Motors of Canada Limited, plant and maintenance employees, Windsor, Ont.	1,700	4.0*	3.6	36	2005-09-20
Manufacturier de Bas Iris inc., production employees, Montréal, Que.	2,000	3.0	2.6	48	2006-02-21
Navistar International Corporation Canada, production employees, Chatham, Ont.	600	0.9*	0.3	24	2004-05-31
NorskeCanada Limited, mill employees, Campbell River, B.C.	550	2.2	2.5	60	2008-04-30
Stelco Inc., production employees, Hamilton, Ont.	4,000	1.6*	1.2	48	2006-07-31
Western Glove Works Ltd., plant and maintenance employees, Winnipeg, Man.	710	1.7	0.0	48	2005-08-17
Wholesale and Retail Trade (5 agreements)	**14,270**	**2.2**	**1.9**	**49.6**	
Automobile Industry Employers' Association Inc., garage employees, Montréal, Que.	850	2.2	2.0	36	2005-07-15
Calgary Co-operative Association Limited, retail employees, Calgary, Alta.	3,000	2.3	0.0	36	2004-07-17
Finning (Canada) Division of Finning International Inc., truck drivers, province-wide, Alta	1,020	4.3	5.0	36	2005-04-30
Fortino's Supermarket Ltd., retail employees, Hamilton, Ont.	4,200	2.1	2.5	60	2007-06-12
No Frills Franchise Stores, retail employees, province-wide, Ont.	5,200	1.8	1.8	54	2007-01-09
Transportation (1 agreement)	**1,100**	**5.4**	**11.6**	**36**	
Government of Canada, electronic technicians, Canada-wide	1,100	5.4	11.6	36	2004-08-31
Information and Culture (4 agreements)	**7,070**	**3.0**	**2.9**	**31.9**	
Canadian Broadcasting Corporation, administrative services employees, Canada-wide	690	3.1	3.0	27	2004-03-31
Canadian Broadcasting Corporation, broadcast and TV employees, Canada-wide	2,860	3.0	3.0	28	2004-03-31
Pacific Newspapers Group Inc., division of Southam Inc., print media employees, Vancouver, B.C.	1,020	2.6	2.5	36	2004-11-30
Toronto Public Library Board, librarians, Toronto, Ont.	2,500	3.0	3.0	36	2004-12-31
Finance, Real Estate, Management Services (2 agreements)	**8,720**	**2.3**	**2.2**	**59**	
Brink's Canada Limited, armoured car services, province-wide, Ont.	700	3.0	2.7	48	2006-08-27
Security and Investigation Agency of Eastern Quebec Inc., security guards, province-wide, Que.	8,020	2.3	2.1	60	2007-06-30
Education, Health and Social Services (24 agreements)	**55,530**	**3.5**	**3.9**	**29**	
Calgary Roman Catholic Separate School District No. 1, elementary and secondary teachers, Calgary, Alta.	2,640	6.8	10.2	24	2003-08-31
Canadian Blood Services Centres, health service-non-professionals, London, Ont.	850	3.0	4.0	48	2005-03-31
Catholic District School Board of Eastern Ontario, elementary and secondary teachers, Smiths Falls, Ont.	850	2.9	3.0	24	2004-08-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Education, Health and Social Services (continued)					
Chinook's Edge School Division No. 73, elementary and secondary teachers, Red Deer, Alta.	640	6.8	10.2	24	2003-08-31
Community Health Services, Canadian Red Cross Society, health service-non-professionals, Essex County, Ont.	3,500	2.0	2.0	36	2005-03-31
Dalhousie University, support employees, Halifax, N.S.	790	2.4	2.0	36	2004-06-30
Deer Lodge Centre Inc., non-medical employees, Winnipeg, Man.	500	3.1	3.0	26	2004-05-31
Government of British Columbia, nurses, province-wide, B.C.	1,020	5.4*	7.2	36	2004-12-31
Government of New Brunswick, health and social care professionals, province-wide, N.B.	800	3.1	3.6	48	2004-12-31
Government of New Brunswick, para-medical technical employees, province-wide, N.B.	1,290	3.2	3.5	48	2004-12-31
Government of Saskatchewan, elementary and secondary teachers, province-wide, Sask.	12,400	3.9	4.9	24	2004-08-31
Governors of the University of Alberta, administrative and support employees, Edmonton, Alta.	4,300	3.9	4.0	37	2005-04-30
Halton Catholic District School Board, elementary teachers, Burlington, Ont.	950	3.8	5.1	24	2004-08-31
Lambton Kent District School Board, custodial, Sarnia, Ont.	630	2.5	2.5	28	2004-12-31
London Health Sciences Centre, health service-non-professionals, London, Ont.	1,000	2.8	2.5	36	2004-10-10
Niagara Catholic District School Board, secondary teachers, Welland, Ont.	510	2.2	1.8	24	2004-08-31
Nova Scotia Association of Health Organizations, health service-non-professionals, province-wide, N.S.	3,000	2.0	2.0	36	2004-03-31
Post-Secondary Employers' Association, support employees, province-wide, B.C.	3,050	1.9	2.4	15	2002-06-30
Regional Health Authorities of Manitoba, technical employees, province-wide, Man.	11,000	3.0	3.0	26	2004-06-30
Regional Health Authorities of Prince Edward Island, nurses, province-wide, P.E.I.	1,030	6.0	6.0	36	2005-03-31
University of Alberta, professors, Edmonton, Alta.	1,800	4.5	4.0	36	2005-06-30
University of Western Ontario, teaching assistants, London, Ont.	1,200	2.2	2.2	24	2004-08-31
Waterloo Region District School Board, support employees, Kitchener, Ont.	530	2.4	2.4	12	2002-08-31
York University, office and clerical employees, Toronto, Ont.	1,250	3.0	3.0	36	2005-07-31
Entertainment and Hospitality (7 agreements)	**4,280**	**3.3**	**3.3**	**41.8**	
Canadian Pacific Hotels Corporation (Empress Hotel), hotel and restaurant employees, Victoria, B.C.	500	2.9	2.8	36	2005-08-31
Canadian Pacific Hotels Corporation/Hotel Legacy (Queen Elizabeth), hotel and restaurant employees, Montréal, Que.	680	3.7	3.4	36	2005-06-30
Canadian Pacific Hotels Corporation (Vancouver Hotel) hotel and restaurant employees, Vancouver, B.C.	510	2.7	2.5	36	2005-07-31
Delta Chelsea Hotel, hotel and restaurant employees, Toronto, Ont.	590	3.8	4.2	48	2006-01-31
Legacy Hotels Corporation (Royal York Hotel), hotel and restaurant employees, Toronto, Ont.	800	2.8	3.0	40	2005-07-15
Sheraton Centre Hotel & Towers, hotel and restaurant employees, Toronto, Ont.	700	3.8	4.2	48	2006-01-31
Westin Harbour Castle, hotel and restaurant employees, Toronto, Ont.	500	3.0	3.0	48	2006-05-31

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Industry and Employer	No. of Employees	Average Annual Adjustment	First Year Adjustment	Duration (months)	Expiry Date YY-MM-DD
Public Administration (15 agreements)	**34,850**	**2.7**	**3.0**	**32.5**	
British Columbia Buildings Corporation, building maintenance employees, province-wide, B.C.	650	0.0	0.0	36	2005-04-30
Canada Customs and Revenue Agency, auditors, Canada-wide	10,000	2.6	2.8	30	2003-12-21
City of Prince George, outside employees, Prince George, B.C.	500	2.3	2.0	36	2004-12-31
City of Winnipeg, firefighters, Winnipeg, Man.	880	3.5	4.0	24	2003-12-26
Government of Canada, foreign service officers, Canada and abroad	1,030	3.8	5.1	24	2003-06-30
Government of Ontario, administrative and support employees, province-wide, Ont.	2,000	3.5	3.5	12	2002-12-31
Hamilton Police Services, police officers, Hamilton, Ont.	990	3.0	2.9	36	2002-12-31
Parks Canada Agency, administrative and program services, Canada-wide	4,780	2.6	3.2	39	2003-08-04
Regional Municipality of Niagara, office and clerical employees, Niagara Region, Ont.	710	3.0	3.0	36	2004-12-31
Regional Municipality of Waterloo, office and clerical employees, Waterloo, Ont.	710	3.6	4.0	30	2004-06-30
Toronto Police Services Board, office and clerical employees, Toronto, Ont.	900	3.5	3.5	36	2004-12-31
Toronto Police Services Board, police cadets, Toronto, Ont.	1,000	3.5	3.5	36	2004-12-31
Toronto Police Services Board, police officers, Toronto, Ont.	5,000	3.5	3.5	36	2004-12-31
Workers' Compensation Board of British Columbia, office and clerical employees, province-wide, B.C.	2,400	0.7	2.0	36	2005-03-31
Workplace Safety and Insurance Board, office and clerical employees, province-wide, Ont.	3,300	2.1	2.2	36	2005-03-31
***Agreements with COLA (12 agreements)**	**27,940**	**3.5***	**3.2**	**37.5**	
***Agreements without COLA (73 agreements)**	**154,530**	**2.7**	**2.8**	**37.0**	
***All Agreements (85 agreements)**	**182,470**	**2.8**	**2.8**	**37.1**	

* Agreement with cost-of-living allowances (COLA) calculated at a projected 2.0 per cent inflation rate.

Source: Workplace Information Directorate

A list of settlements of small bargaining units (less than 500 employees) is available on the Workplace Information Directorate Web site at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng

Table 1

Major Wage Settlements, by Public and Private Sectors, by Year and Quarter

	Public Sector				Private Sector				All Sectors			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Year												
1982	319	14.6	865.1	10.4	189	25.2	282.2	9.5	508	17.2	1,147.3	10.2
1983	458	19.6	1,241.6	4.6	200	25.0	302.8	5.5	658	20.6	1,544.3	4.8
1984	276	17.0	635.2	3.9	283	26.1	521.0	3.2	559	21.1	1,156.2	3.6
1985	316	21.7	566.8	3.8	200	30.1	271.8	3.3	516	24.5	838.6	3.7
1986	321	25.3	709.2	3.6	232	26.0	412.2	3.0	553	25.6	1,121.5	3.4
1987	270	29.4	824.3	4.1	208	31.4	287.0	3.8	478	29.9	1,111.3	4.0
1988	301	24.0	698.6	4.0	241	27.2	484.1	5.0	542	25.3	1,182.7	4.4
1989	294	30.0	736.0	5.2	159	28.6	265.8	5.2	453	29.6	1,001.8	5.2
1990	283	27.4	677.8	5.6	224	29.7	468.5	5.7	507	28.4	1,146.4	5.6
1991	365	16.0	1,121.7	3.4	182	29.2	224.0	4.4	547	18.2	1,345.6	3.6
1992	301	21.7	975.9	2.0	195	32.2	330.9	2.6	496	24.3	1,306.8	2.1
1993	347	23.4	1,012.0	0.6	171	25.2	400.5	0.8	518	23.9	1,412.5	0.7
1994	299	26.5	719.8	-0.0	135	34.5	222.8	1.2	434	28.4	942.6	0.3
1995	215	31.5	629.6	0.6	186	35.9	278.4	1.4	401	32.8	908.0	0.9
1996	212	31.7	564.3	0.5	166	34.7	246.1	1.7	378	32.6	810.4	0.9
1997	220	30.3	370.3	1.1	159	38.1	321.9	1.8	379	33.9	692.2	1.5
1998	221	31.1	646.3	1.6	191	33.7	295.5	1.8	412	31.9	941.8	1.7
1999	219	35.0	510.6	1.9	160	38.3	317.6	2.7	379	36.2	828.1	2.2
2000	303	33.6	918.0	2.5	103	42.1	163.3	2.4	406	34.9	1,081.3	2.5
2001	258	31.9	690.4	3.2	163	36.3	293.0	3.0	421	33.2	983.4	3.1
2002 *	197	25.2	684.0	2.8	80	42.5	157.3	2.4	277	28.4	841.3	2.7
* Year to Date												
Quarter												
1999 I	79	32.5	192.9	1.3	32	37.5	59.0	2.2	111	33.7	251.9	1.5
II	72	37.4	208.5	2.4	54	40.8	64.0	2.5	126	38.2	272.4	2.4
III	33	36.9	50.0	2.3	42	37.3	127.1	2.4	75	37.2	177.1	2.4
IV	35	33.3	59.3	2.2	32	38.3	67.5	3.8	67	35.9	126.7	3.1
2000 I	122	39.9	497.4	2.3	30	30.5	39.2	3.0	152	39.2	536.6	2.4
II	58	21.3	208.4	2.5	29	41.1	34.3	2.6	87	24.1	242.7	2.5
III	44	33.5	79.6	2.6	20	52.2	58.8	1.9	64	41.4	138.4	2.3
IV	79	29.3	132.5	3.0	24	38.6	31.0	2.3	103	31.1	163.6	2.9
2001 I	59	29.7	144.3	3.8	20	35.9	34.1	2.4	79	30.8	178.4	3.5
II	88	30.9	200.8	2.7	69	35.6	113.4	3.0	157	32.6	314.2	2.8
III	58	31.2	129.0	3.5	43	35.8	114.5	3.2	101	33.4	243.5	3.4
IV	53	34.9	216.3	3.1	31	41.2	31.0	2.4	84	35.7	247.3	3.0
2002 I	47	34.4	177.2	3.1	16	38.6	30.0	2.0	63	35.0	207.2	2.9
II	105	19.9	405.9	2.7	24	39.6	45.7	2.5	129	21.9	451.6	2.6
III	45	30.3	100.9	3.2	40	45.5	81.5	2.4	85	37.1	182.5	2.8
IV	-	-	-	-	-	-	-	-	-	-	-	-

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 2

Effective Wage Adjustment in Base Rates, by Region/Jurisdiction, by Year and Quarter

	1999	2000	2001	2001	2002		
				4	1	2	3
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
All Sectors							
CANADA	2.2	2.5	3.1	3.0	2.9	2.6	2.8
Atlantic	2.0	2.6	3.9	3.6	5.7	3.9	3.0
Newfoundland and Labrador	1.7	3.3	5.0	5.1	7.5	6.0	-
Prince Edward Island	2.7	2.2	3.1	3.3	-	3.2	6.0
Nova Scotia	2.1	2.2	3.7	3.7	2.5	2.3	2.1
New Brunswick	2.4	2.8	3.4	3.6	3.1	2.3	3.2
Quebec	1.7	2.4	2.8	3.2	2.5	2.1	2.5
Ontario	2.2	2.6	2.9	2.6	2.7	2.8	3.0
Prairies	3.0	3.8	4.2	3.6	3.7	5.5	3.7
Manitoba	2.5	2.6	2.4	3.0	2.8	5.4	3.0
Saskatchewan	2.0	3.5	2.9	3.0	3.6	4.7	3.9
Alberta	4.0	4.5	5.1	4.4	6.8	6.1	4.4
British Columbia	0.8	1.6	2.7	2.3	2.5	1.0	1.4
Territories	1.9	2.9	3.1	-	-	3.0	-
Multiprovince	2.8	2.4	3.2	4.0	-	-	4.3
Federal	2.8	2.2	3.0	2.8	2.8	2.8	2.9
Public Sector							
CANADA	1.9	2.5	3.2	3.1	3.1	2.7	3.2
Atlantic	1.8	2.9	4.0	3.7	5.7	4.1	3.0
Newfoundland and Labrador	1.3	5.3	5.0	5.1	7.5	7.1	-
Prince Edward Island	2.9	2.2	3.1	3.3	-	3.2	6.0
Nova Scotia	2.3	2.2	3.8	-	2.5	2.3	2.1
New Brunswick	3.1	3.5	3.5	3.7	3.1	2.4	3.2
Quebec	1.9	2.3	2.7	5.0	2.6	2.0	2.5
Ontario	1.5	2.7	3.0	2.7	2.8	2.8	2.9
Prairies	2.9	3.8	4.1	3.7	4.2	6.1	3.9
Manitoba	2.4	2.5	2.4	3.0	3.1	6.4	3.0
Saskatchewan	2.2	3.6	2.9	3.0	4.2	5.3	3.9
Alberta	3.8	4.5	4.9	4.4	6.8	6.1	5.0
British Columbia	0.7	1.3	2.7	2.5	2.5	0.2	1.9
Territories	1.9	2.9	3.1	-	-	3.0	-
Multiprovince	-	-	-	-	-	-	-
Federal	2.8	2.2	3.1	2.8	2.9	2.9	2.9
Private Sector							
CANADA	2.7	2.4	3.0	2.4	2.0	2.5	2.4
Atlantic	2.2	1.7	3.3	3.5	-	2.7	-
Newfoundland and Labrador	2.4	2.0	-	-	-	3.0	-
Prince Edward Island	2.3	-	-	-	-	-	-
Nova Scotia	1.9	1.7	3.3	3.7	-	-	-
New Brunswick	2.3	1.4	3.0	3.0	-	2.0	-
Quebec	1.6	3.2	2.8	2.0	2.4	3.3	2.5
Ontario	3.6	2.3	2.8	2.2	1.9	2.5	3.1
Prairies	3.7	3.9	4.8	2.5	1.7	0.6	2.4
Manitoba	2.9	3.3	2.5	-	1.7	0.0	2.5
Saskatchewan	0.8	2.0	2.9	2.9	1.6	1.6	-
Alberta	5.0	5.0	5.5	1.6	-	-	2.3
British Columbia	1.2	2.0	1.7	1.5	-	1.9	1.3
Territories	-	-	-	-	-	-	-
Multiprovince	2.8	2.4	3.2	4.0	-	-	4.3
Federal	2.8	2.2	2.6	2.3	2.1	2.8	3.0

Table 3

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	1999		2000		2001	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors						
CANADA	379	828.1	406	1,081.3	421	983.4
Atlantic	22	20.0	19	28.5	33	62.9
Newfoundland and Labrador	8	9.7	4	5.0	7	16.1
Prince Edward Island	3	2.2	2	1.3	5	6.7
Nova Scotia	6	3.9	4	11.7	15	19.4
New Brunswick	5	4.3	9	10.4	6	20.6
Quebec	39	115.1	96	345.9	42	110.6
Ontario	176	320.1	150	286.9	180	309.2
Prairies	68	141.4	62	109.3	76	147.8
Manitoba	18	38.7	20	29.7	16	12.8
Saskatchewan	14	41.1	4	14.3	14	41.9
Alberta	36	61.6	38	65.2	46	93.1
British Columbia	26	73.1	38	67.7	33	165.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	3	2.2	3	2.8	8	13.8
Federal	43	151.6	35	234.7	47	171.7
Public Sector						
CANADA	219	510.6	303	918.0	258	690.4
Atlantic	10	10.7	10	20.6	25	55.5
Newfoundland and Labrador	4	6.6	3	2.0	7	16.1
Prince Edward Island	2	1.5	2	1.3	5	6.7
Nova Scotia	3	2.1	2	10.6	8	13.3
New Brunswick	1	0.6	3	6.7	5	19.4
Quebec	12	25.8	76	322.0	18	25.8
Ontario	117	216.0	105	212.6	108	187.0
Prairies	48	119.3	58	106.0	55	118.1
Manitoba	13	34.2	19	28.6	9	7.2
Saskatchewan	10	36.7	3	13.8	12	40.6
Alberta	25	48.5	36	63.7	34	70.3
British Columbia	13	57.6	29	41.6	24	157.6
Territories	2	4.6	3	5.6	2	2.0
Multiprovince	-	-	-	-	-	-
Federal	17	76.5	22	209.5	26	144.4
Private Sector						
CANADA	160	317.6	103	163.3	163	293.0
Atlantic	12	9.3	9	7.8	8	7.3
Newfoundland and Labrador	4	3.1	1	3.0	-	-
Prince Edward Island	1	0.7	-	-	-	-
Nova Scotia	3	1.8	2	1.1	7	6.1
New Brunswick	4	3.7	6	3.7	1	1.2
Quebec	27	89.3	20	23.8	24	84.7
Ontario	59	104.1	45	74.3	72	122.2
Prairies	20	22.1	4	3.2	21	29.7
Manitoba	5	4.6	1	1.1	7	5.7
Saskatchewan	4	4.4	1	0.6	2	1.2
Alberta	11	13.1	2	1.5	12	22.8
British Columbia	13	15.5	9	26.0	9	7.9
Territories	-	-	-	-	-	-
Multiprovince	3	2.2	3	2.8	8	13.8
Federal	26	75.1	13	25.2	21	27.3

Table 3 (continued)

Number of Agreements and Employees Covered, by Region/Jurisdiction, by Year and Quarter

	2001		2002					
	4		1		2		3	
	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)	Number of Agreements	Number of Employees (000's)
All Sectors								
CANADA	84	247.3	63	207.2	129	451.6	85	182.5
Atlantic	9	15.9	4	13.0	10	22.1	5	6.9
Newfoundland and Labrador	1	0.7	1	8.0	4	9.2	-	-
Prince Edward Island	1	2.3	-	-	1	0.6	1	1.0
Nova Scotia	4	3.5	2	1.7	2	8.1	2	3.8
New Brunswick	3	9.4	1	3.3	3	4.2	2	2.1
Quebec	9	9.5	8	10.8	55	266.9	5	14.4
Ontario	22	52.6	23	79.5	34	84.8	34	64.7
Prairies	22	50.3	16	14.8	15	45.8	13	40.2
Manitoba	2	1.8	9	8.1	6	19.5	6	14.8
Saskatchewan	5	24.3	3	4.1	3	10.4	1	12.4
Alberta	15	24.3	4	2.5	6	15.9	6	13.0
British Columbia	5	10.4	4	47.6	6	9.6	20	34.1
Territories	-	-	-	-	1	3.2	-	-
Multiprovince	1	0.9	-	-	-	-	1	1.0
Federal	16	107.6	8	41.5	8	19.3	7	21.2
Public Sector								
CANADA	53	216.3	47	177.2	105	405.9	45	100.9
Atlantic	4	11.2	4	13.0	8	18.6	5	6.9
Newfoundland and Labrador	1	0.7	1	8.0	3	6.7	-	-
Prince Edward Island	1	2.3	-	-	1	0.6	1	1.0
Nova Scotia	-	-	2	1.7	2	8.1	2	3.8
New Brunswick	2	8.2	1	3.3	2	3.2	2	2.1
Quebec	3	3.6	4	4.2	50	256.4	1	2.8
Ontario	14	43.7	17	63.5	26	78.8	19	28.4
Prairies	19	48.5	13	12.0	13	40.9	9	34.8
Manitoba	2	1.8	7	6.3	5	16.4	3	12.4
Saskatchewan	3	23.1	2	3.2	2	8.7	1	12.4
Alberta	14	23.7	4	2.5	6	15.9	5	10.0
British Columbia	2	7.4	4	47.6	3	4.9	5	7.6
Territories	-	-	-	-	1	3.2	-	-
Multiprovince	-	-	-	-	-	-	-	-
Federal	11	101.9	5	37.0	4	3.1	6	20.5
Private Sector								
CANADA	31	31.0	16	30.0	24	45.7	40	81.5
Atlantic	5	4.7	-	-	2	3.5	-	-
Newfoundland and Labrador	-	-	-	-	1	2.5	-	-
Prince Edward Island	-	-	-	-	-	-	-	-
Nova Scotia	4	3.5	-	-	-	-	-	-
New Brunswick	1	1.2	-	-	1	1.0	-	-
Quebec	6	5.9	4	6.7	5	10.6	4	11.6
Ontario	8	8.9	6	16.0	8	6.0	15	36.3
Prairies	3	1.8	3	2.8	2	4.9	4	5.5
Manitoba	-	-	2	1.8	1	3.2	3	2.5
Saskatchewan	2	1.2	1	1.0	1	1.8	-	-
Alberta	1	0.6	-	-	-	-	1	3.0
British Columbia	3	3.0	-	-	3	4.6	15	26.5
Territories	-	-	-	-	-	-	-	-
Multiprovince	1	0.9	-	-	-	-	1	1.0
Federal	5	5.7	3	4.6	4	16.1	1	0.7

Table 4

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)	Agmts.	Dur. (Months)	Empls. (000's)	Avg. Adj. (%)
Primary Industries												
1999	4	47.8	2.9	1.8	4	45.2	3.8	2.5	8	46.3	6.7	2.2
2000	1	40.0	0.5	2.0	3	36.0	4.9	1.8	4	36.4	5.5	1.8
2001	4	40.9	3.3	3.1	2	45.5	3.1	2.0	6	43.1	6.4	2.6
2001 IV	2	36.0	1.2	2.3	-	-	-	-	2	36.0	1.2	2.3
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
II	1	48.0	0.6	1.5	-	-	-	-	1	48.0	0.6	1.5
III	-	-	-	-	2	36.0	1.7	1.7	2	36.0	1.7	1.7
Utilities												
1999	14	50.8	30.1	1.9	2	24.0	1.6	2.4	16	49.5	31.7	1.9
2000	14	24.5	25.1	3.5	-	-	-	-	14	24.5	25.1	3.5
2001	10	26.4	12.5	2.6	4	47.0	9.8	2.3	14	35.5	22.3	2.5
2001 IV	3	28.3	2.7	2.7	2	51.0	8.3	2.3	5	45.5	11.0	2.4
2002 I	3	19.1	6.1	3.3	-	-	-	-	3	19.1	6.1	3.3
II	5	40.1	6.4	0.7	-	-	-	-	5	40.1	6.4	0.7
III	2	24.0	3.4	2.8	-	-	-	-	2	24.0	3.4	2.8
Construction												
1999	22	35.8	99.1	1.9	-	-	-	-	22	35.8	99.1	1.9
2000	7	25.2	8.9	3.6	1	48.0	0.5	2.7	8	26.4	9.4	3.6
2001	61	34.7	190.8	3.2	3	60.0	2.5	3.5	64	35.0	193.3	3.2
2001 IV	3	31.0	2.9	3.3	3	60.0	2.5	3.5	6	44.4	5.4	3.4
2002 I	-	-	-	-	-	-	-	-	-	-	-	-
II	-	-	-	-	-	-	-	-	-	-	-	-
III	10	48.0	22.6	1.1	-	-	-	-	10	48.0	22.6	1.1
Manufacturing												
1999	44	51.8	32.8	1.9	31	35.4	72.8	4.3	75	40.5	105.6	3.6
2000	36	33.5	47.4	2.2	17	35.8	21.7	3.5	53	34.2	69.0	2.6
2001	23	46.4	18.7	2.3	27	36.2	26.3	2.6	50	40.4	44.9	2.5
2001 IV	6	62.9	4.4	2.3	7	36.1	9.6	2.0	13	44.4	14.0	2.1
2002 I	7	36.9	10.2	2.7	-	-	-	-	7	36.9	10.2	2.7
II	8	40.6	14.6	3.1	4	36.0	2.8	2.8	12	39.9	17.4	3.0
III	4	48.2	3.8	2.7	9	37.6	25.2	3.5	13	39.0	29.0	3.4
Wholesale and Retail Trade												
1999	9	31.0	10.7	1.6	1	36.0	5.2	0.6	10	32.7	15.9	1.3
2000	12	53.8	33.0	1.9	2	71.4	10.6	1.0	14	58.1	43.6	1.7
2001	6	48.5	4.8	1.6	-	-	-	-	6	48.5	4.8	1.6
2001 IV	1	36.0	1.0	1.3	-	-	-	-	1	36.0	1.0	1.3
2002 I	3	40.9	9.0	1.6	1	36.0	5.2	1.4	4	39.1	14.2	1.6
II	6	39.7	12.1	2.2	-	-	-	-	6	39.7	12.1	2.2
III	5	49.6	14.3	2.2	-	-	-	-	5	49.6	14.3	2.2
Transportation												
1999	19	37.9	47.2	2.9	4	43.0	12.8	2.3	23	39.0	60.0	2.8
2000	14	39.0	41.1	2.7	5	34.3	53.6	2.1	19	36.3	94.7	2.4
2001	24	34.2	32.1	2.8	3	46.8	4.9	3.3	27	35.8	37.0	2.9
2001 IV	4	33.2	3.7	2.0	-	-	-	-	4	33.2	3.7	2.0
2002 I	3	38.8	4.5	2.0	2	37.7	3.5	2.9	5	38.3	8.0	2.4
II	3	36.0	10.8	2.7	-	-	-	-	3	36.0	10.8	2.7
III	1	36.0	1.1	5.4	-	-	-	-	1	36.0	1.1	5.4

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls. - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 4 (continued)

Effective Wage Adjustment in Base Rates, by Major Industry Division, with and without COLA, by year and Quarter

	Non-COLA Agreements				COLA Agreements				All Agreements			
	Agmts	Dur (Months)	Empls (000's)	Avg Adj (%)	Agmts	Dur (Months)	Empls (000's)	Avg Adj (%)	Agmts	Dur (Months)	Empls (000's)	Avg Adj (%)
Information and Culture												
1999	14	32.5	34.8	2.5	4	56.7	11.2	2.4	18	38.4	46.0	2.5
2000	8	39.4	10.3	2.9	-	-	-	-	8	39.4	10.3	2.9
2001	6	34.5	8.9	3.2	1	60.0	1.1	2.8	7	37.4	10.1	3.2
2001 IV	3	32.1	4.3	2.9	-	-	-	-	3	32.1	4.3	2.9
2002 I	1	36.0	1.0	3.0	-	-	-	-	1	36.0	1.0	3.0
II	2	35.7	13.5	3.1	1	36.0	0.9	1.7	3	35.7	14.4	3.0
III	4	31.9	7.1	3.0	-	-	-	-	4	31.9	7.1	3.0
Finance, Real Estate and Management Services												
1999	4	34.5	2.9	2.8	-	-	-	-	4	34.5	2.9	2.8
2000	7	35.4	12.0	1.7	1	36.0	1.1	2.8	8	35.4	13.1	1.8
2001	12	37.1	14.6	2.2	-	-	-	-	12	37.1	14.6	2.2
2001 IV	1	36.0	1.4	1.4	-	-	-	-	1	36.0	1.4	1.4
2002 I	1	60.0	0.5	2.0	-	-	-	-	1	60.0	0.5	2.0
II	1	24.0	0.8	0.0	-	-	-	-	1	24.0	0.8	0.0
III	2	59.0	8.7	2.3	-	-	-	-	2	59.0	8.7	2.3
Education, Health and Social Services												
1999	140	36.4	301.9	1.8	-	-	-	-	140	36.4	301.9	1.8
2000	201	38.2	503.6	2.6	1	36.0	0.9	4.7	202	38.2	504.5	2.6
2001	164	28.7	301.8	3.5	5	36.8	101.3	2.8	169	30.7	403.1	3.3
2001 IV	29	34.6	83.5	3.1	-	-	-	-	29	34.6	83.5	3.1
2002 I	32	34.4	119.7	3.1	-	-	-	-	32	34.4	119.7	3.1
II	79	16.1	270.6	2.8	1	36.0	0.9	2.1	80	16.2	271.5	2.8
III	23	28.9	54.5	3.4	1	36.0	1.0	5.4	24	29.0	55.5	3.5
Entertainment and Hospitality												
1999	14	33.6	13.3	2.6	-	-	-	-	14	33.6	13.3	2.6
2000	6	46.2	7.7	3.0	-	-	-	-	6	46.2	7.7	3.0
2001	4	36.0	6.4	4.0	-	-	-	-	4	36.0	6.4	4.0
2001 IV	-	-	-	-	-	-	-	-	-	-	-	-
2002 I	-	-	-	-	1	36.0	0.6	2.2	1	36.0	0.6	2.2
II	2	46.5	4.0	1.9	-	-	-	-	2	46.5	4.0	1.9
III	7	41.8	4.3	3.3	-	-	-	-	7	41.8	4.3	3.3
Public Administration												
1999	47	28.5	143.2	2.2	2	36.0	1.8	2.1	49	28.6	145.0	2.2
2000	69	25.9	293.2	2.3	1	36.0	5.3	2.4	70	26.1	298.5	2.3
2001	56	32.5	204.0	3.1	6	36.0	36.5	2.7	62	33.1	240.6	3.0
2001 IV	19	34.2	120.8	3.1	1	48.0	0.9	2.1	20	34.3	121.7	3.1
2002 I	7	36.2	44.8	2.8	2	36.0	2.2	2.6	9	36.2	47.0	2.8
II	16	25.6	113.6	2.4	-	-	-	-	16	25.6	113.6	2.4
III	15	32.5	34.9	2.7	-	-	-	-	15	32.5	34.9	2.7

Agmts. - Number of Agreements
Dur. - Average Agreement Duration
Empls - Number of Employees
Avg. Adj. - Average Annual Adjustment (%)

Table 5

Effective Adjustment in Base Rates, Number of Agreements and Employees Covered, by Year and Quarter

	1999	2000	2001	2001	2002		
				4	1	2	3
All Industries							
Wage Adjustment (%)	2.2	2.5	3.1	3.0	2.9	2.6	2.8
Number of Agreements	379	406	421	84	63	129	85
Number of Employees (000's)	828.1	1,081.3	983.4	247.3	207.2	451.6	182.5
Private Sector							
Wage Adjustment (%)	2.7	2.4	3.0	2.4	2.0	2.5	2.4
Number of Agreements	160	103	163	31	16	24	40
Number of Employees (000's)	317.6	163.3	293.0	31.0	30.0	45.7	81.5
Public Sector							
Wage Adjustment (%)	1.9	2.5	3.2	3.1	3.1	2.7	3.2
Number of Agreements	219	303	258	53	47	105	45
Number of Employees (000's)	510.6	918.0	690.4	216.3	177.2	405.9	100.9
Federal Administration							
Wage Adjustment (%)	2.9	2.1	3.0	2.8	2.9	4.0	2.8
Number of Agreements	10	18	17	9	3	2	4
Number of Employees (000's)	53.2	154.8	131.5	99.6	33.5	1.2	16.9
Federal Crown Corporations							
Wage Adjustment (%)	2.4	2.2	3.7	3.0	2.9	2.1	3.0
Number of Agreements	6	3	7	2	2	2	2
Number of Employees (000's)	19.8	46.6	9.2	2.3	3.5	1.9	3.6
Provincial Administration							
Wage Adjustment (%)	1.6	2.6	3.2	4.3	2.6	2.4	1.9
Number of Agreements	21	37	26	8	3	13	4
Number of Employees (000's)	73.9	114.4	86.2	17.2	9.9	113.0	8.4
Local Administration							
Wage Adjustment (%)	2.3	2.5	2.6	3.0	3.0	2.8	3.4
Number of Agreements	34	33	28	3	4	6	8
Number of Employees (000's)	44.2	69.2	38.3	3.1	4.5	16.9	10.7
Education, Health and Welfare							
Wage Adjustment (%)	1.8	2.6	3.3	3.2	3.1	2.8	3.4
Number of Agreements	138	200	167	28	32	80	25
Number of Employees (000's)	296.2	501.9	400.5	84.8	119.7	271.5	58.0
Public Utilities							
Wage Adjustment (%)	2.3	3.6	2.7	2.3	3.3	2.2	2.8
Number of Agreements	10	12	13	3	3	2	2
Number of Employees (000's)	23.3	31.0	24.7	9.3	6.1	1.4	3.4

Table 6

Selected Economic Indicators by Year and Quarter

	1999	2000	2001	2001–2002			
				4	1	2	3
Wage Settlements (%)	2.2	2.5	3.1	3.0	2.9	2.6	2.8
Public Sector (%)	1.9	2.5	3.2	3.1	3.1	2.7	3.2
Private Sector (%)	2.7	2.4	3.0	2.4	2.0	2.5	2.4
Agreements in Force	2.0	2.3	2.8	2.9	2.9	2.9	2.7
Public Sector (%)	1.8	2.2	2.9	3.0	3.0	3.0	2.7
Private Sector (%)	2.2	2.4	2.6	2.8	2.6	2.8	2.7
Consumer Price Index							
Per Cent Change[1]	1.7	2.7	2.6	1.1	1.5	1.3	2.3
GDP[2] at Basic Prices[3]							
Per Cent Change[1]	4.8	4.7	1.4	0.4	1.6	2.8	4.3
Labour Productivity Growth (%)	2.2	1.9	0.4	0.4	1.1	1.4	1.4
Unit Labour Cost (%)	0.8	3.7	2.8	2.2	1.0	0.8	1.1
Unemployment Rate[3]	7.6	6.8	7.2	7.7	7.8	7.6	7.6
Employment (000's)[3]	14,531	14,910	15,077	15,094	15,199	15,339	15,470
Per Cent Change[1]	2.8	2.6	1.1	0.4	1.1	1.8	2.7
Average Weekly Earnings[3]	$ 638.67	$ 653.50	$ 665.09	$ 670.44	$ 672.98	$ 675.72	$ 678.44
Per Cent Change[1]	1.0	2.3	1.8	1.9	1.8	2.1	1.6
Average Hourly Earnings	$ 16.07	$ 16.50	$ 16.79	$ 17.05	$ 17.10	$ 17.14	$ 17.10
Per Cent Change[1]	1.6	2.8	1.6	3.6	3.0	2.7	0.8

[1] Per cent change from the same period of the previous year

[2] GDP—Gross domestic product at basic prices (1997)

[3] Seasonally adjusted data

TECHNICAL NOTES

The information in this report is produced from collective agreement settlements in Canada which cover 500 or more employees in all industries. A few settlements are excluded where the basis of payment is on a piece/mileage rate basis.

The construction industry is excluded prior to 1983.

The Base Rate

The base rate is the lowest paid classification used for qualified workers in the bargaining unit. In most instances, the base rate is the rate of pay for an unskilled or semi-skilled classification of workers. However, this is not the case in contracts covering only skilled workers and professional employees.

As only the base rate in a contract is used, the resulting data on percentage change do not necessarily reflect the average wage change for all workers in the bargaining unit. For example, where an across-the-board increase is negotiated for all classifications in cents per hour (or other money terms), measurement on the base rate produces higher results than measurement on any higher rate, including the average rate. Where varying percentage or money increases are negotiated for different classifications, measurement on the base rate may produce results that are higher or lower than measurement on the average rate. Where an across-the-board increase is negotiated for all classifications in percentage terms, measurement on the base rate produces results identical to measurement on any other rate, including the average rate. It should be noted that information on the average rate for all employees in a bargaining unit is not available.

Effective Wage Increase

The effective wage increase is the increase in rates of pay including estimated **cost-of-living allowance (COLA)** payments. Estimates of the yield of COLA clauses are obtained by quantifying the characteristics of these clauses in each agreement and applying a combination of actual Consumer Price Index (CPI) increases available to date plus a specified projected inflation rate for the remainder of the contract duration. In succeeding quarters, these estimates are revised using actual CPI values as they become available.

In the current report, an **inflation projection of 2.0 per cent** has been used when the actual rate is unknown. This figure is based on a rounded average of inflation forecasts and is intended for illustrative purposes only and does not constitute an official forecast by Human Resources Development Canada. The use of different inflation rate scenarios could result in varying settlement increases. The inflation projection used will be revised periodically to reflect prevailing economic conditions.

By including reasonable estimates of future payments under COLA clauses, the effective wage increase concept facilitates an accurate comparison of agreements with and without COLA and permits the aggregation of all agreements to yield an improved measure of wage settlements.

Public and Private Sectors

The principal unit of observation is the collective bargaining unit; however, the designation for inclusion in the public sector is by reference to characteristics of the employer with whom a bargaining unit negotiates. Reference to the employer characteristics makes the directives consistent with Statistics Canada's use of "institutional units" or "entities".

While the criteria relate to the classification of the public sector only, *the private sector is defined by exclusion.*

Public sector bargaining units negotiate wages or other working conditions with an employer who is part of, or an agent of, a government or a government business enterprise. The distinction between the two is whether the activity engaged in is "non-commercial" (Government) or "commercial" (Government Business Enterprise).

Government (Non-Commercial)

The government component comprises all non-commercial entities controlled by governments and mainly

financed out of general taxation or other public funds. These entities provide goods and/or services free or at non-market prices (not having a view to profit).

Sub-sectors of the government component are identified below:

(1) Federal Government

Collective bargaining in the federal government component is conducted under the *Public Service Staff Relations Act* (Parts 1 and 2), and the *Parliamentary Employment and Staff Relations Act*.

(2) Provincial and territorial governments

(a) provincial and territorial government administration;

(b) health, education and social services agencies or institutions:
- (i) public hospitals,
- (ii) provincial residential care facilities,
- (iii) universities,
- (iv) colleges, vocational and trade institutions,
- (v) social services business enterprise,
- (vi) provincial elementary and secondary schools.

(3) Local Government Administration

(a) local government organizations such as: municipalities, boards, commissions;

(b) school boards;

(c) social services: establishments at the local level primarily engaged in providing basic domiciliary care only, such as homes for the aged, blind or senile, boarding houses for the aged, day nurseries, shelters, etc.

Government Business Enterprise (Commercial)

The commercial component of the public sector is divided into three broad sub-groupings, based on degree of governmental control, as follows:

(1) Direct Control

A commercial enterprise is directly controlled by a government if one of the following conditions is met:

(a) a government holds more than 50 per cent of its voting equity, directly;

(b) a government has irrevocable options or the right to acquire shares, or convertible debt or equity, exercisable at the discretion of that government.

(2) Effective Control

A commercial enterprise is effectively controlled by a government if one of the following conditions is met:

(a) the government holds a significant voting ownership in a public enterprise, where "significant" is understood as:
- (i) the holding is the largest block of voting equity; and
- (ii) the holding exceeds 33.3 per cent of the voting equity; and
- (iii) the block is larger than the combined percentage of the next two largest blocks;

(b) the commercial enterprise declares that it is effectively controlled by a government;

(c) there exists a method or variety of methods (e.g. significant voting ownership of the enterprise, technological agreements, supply controls or contracts, management contracts, interlocking directorships, etc.)

(3) Indirect Control

A business enterprise is indirectly controlled by a government if that government directly or effectively controls a government business enterprise, which in turn directly or effectively controls that enterprise.

WORK STOPPAGES—2002
AND CHRONOLOGICAL PERSPECTIVE

Workplace Information Directorate
Labour Program, Human Resources Development Canada

Major Work Stoppages (500 or More Workers)

Summary

There were 15 work stoppages involving 500 and more workers during the third quarter of 2002 in Canada. Three major work stoppages accounted for 69 per cent of the person-days not worked. The strikes involving City of Toronto (inside and outside workers) and the Canadian Union of Public Employees represented 143,760 person-days not worked, which accounted for approximately 29 per cent. Two work stoppages in Quebec accounted for approximately 40 per cent of the person-days not worked: the work stoppage of 2,200 administrative and technical employees of Vidéotron Ltd. represented 138,600 person-days not worked while the work stoppage of the 900 security employees of Secur Inc. generated 56,700 person-days not worked.

Table 1

Major Work Stoppages by Jurisdiction
Third Quarter 2002

Jurisdiction	Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	-	-	-
Prince Edward Island	-	-	-
Nova Scotia	1	500	500
New Brunswick	1	957	18,180
Quebec	2	1,060	33,060
Ontario	5	27,850	214,000
Manitoba	1	1,500	4,290
Saskatchewan	1	600	5,570
Alberta	-	-	-
British Columbia	1	906	12,300
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**12**	**33,373**	**287,900**
Canada Labour Code-Part I	3	3,600	206,090
Federal Administration	-	-	-
Federal Total	3	3,600	206,090
Total	**15**	**36,973**	**493,990**

Source: Workplace Information Directorate

Table 2

Major Work Stoppages by Industry
Third Quarter 2002

Industries	Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	-	-	-
Utilities	-	-	-
Construction	-	-	-
Manufacturing	3	1,630	41,820
Wholesale and Retail Trade	2	5,000	61,420
Transportation	1	500	10,790
Information and Culture	2	3,106	150,900
Finance, Real Estate and Management Services	1	900	56,700
Education, Health and Social Services	2	2,100	9,860
Entertainment and Hospitality	1	560	580
Public Administration	3	23,177	161,940
Various Industries	-	-	-
Total	**15**	**36,973**	**493,990**

Source: Workplace Information Directorate

All Work Stoppages—Second Quarter 2002 (One or More Workers)

Table 3

All Work Stoppages by Jurisdiction
Second Quarter 2002

Jurisdiction	Cumulative to June 30, 2002 Stoppages	Workers Involved	Person-Days Not Worked
Newfoundland and Labrador	1	13	20
Prince Edward Island	1	6	180
Nova Scotia	5	883	15,245
New Brunswick	3	105	6,340
Quebec	49	16,145	260,430
Ontario	55	42,696	1,228,010
Manitoba	4	529	7,264
Saskatchewan	4	2,262	19,117
Alberta	3	14,288	37,310
British Columbia	15	36,134	49,595
Territories	-	-	-
Multiprovince	-	-	-
Total Provinces	**140**	**113,061**	**1,623,511**
Canada Labour Code-Part I	17	4,356	181,850
Federal Administration	-	-	-
Federal Total	17	4,356	181,850
Total	**157**	**117,417**	**1,805,361**

Source: Workplace Information Directorate

Table 4

All Work Stoppages by Industry
Second Quarter 2002

Industries	Cumulative to June 30, 2002 Stoppages	Workers Involved	Person-Days Not Worked
Primary Industries	2	566	21,350
Utilities	1	38	190
Construction	4	169	3,450
Manufacturing	56	16,754	310,105
Wholesale and Retail Trade	18	4,193	67,435
Transportation	18	1,405	34,070
Information and Culture	7	3,953	151,400
Finance, Real Estate and Management Services	5	318	8,480
Education, Health and Social Services	19	51,438	111,080
Entertainment and Hospitality	16	795	25,921
Public Administration	11	37,788	1,071,880
Various Industries	-	-	-
Total	**157**	**117,417**	**1,805,361**

Source: Workplace Information Directorate

A weekly listing of major work stoppages in Canada and a full chronological perspective are available on the Workplace Information Directorate Web site at:

http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng

Table 5

All Work Stoppages—A Chronological Perspective

Period	Number Beginning Month or Year	In Existence During Year or Month*			% of Estimated Working Time
		Total Number	Workers Involved	Person-days Not Worked	
1993	323	381	101,784	1,516,640	0.05
1994	312	374	80,856	1,606,580	0.06
1995	282	328	149,159	1,583,070	0.05
1996	297	330	281,438	3,351,240	0.11
1997	229	284	257,664	3,610,210	0.12
1998	341	381	244,402	2,443,870	0.08
1999	358	413	158,415	2,442,580	0.08
2000	321	379	143,456	1,656,790	0.05
2001	324	380	220,446	2,203,785	0.07
2002	114	157	117,417	1,805,361	0.11
2001					
July	31	92	19,229	178,195	0.06
August	23	74	78,368	208,575	0.07
September	16	62	23,055	110,790	0.04
October	25	66	7,746	81,000	0.03
November	15	59	12,280	74,890	0.03
December	22	60	8,901	99,970	0.04
2002					
January	20	63	44,048	124,670	0.05
February	15	56	18,284	75,570	0.03
March	14	56	38,666	438,676	0.16
April	19	55	45,067	770,424	0.28
May	29	78	46,361	249,354	0.09
June	17	69	14,320	146,667	0.05

* Refers to work stoppages which began during the year or month as well as those carried over from the previous year or month.

Source: Workplace Information Directorate

TECHNICAL NOTES

Data on work stoppages collected by the Workplace Information Directorate of the Labour Program of Human Resources Development Canada covers strikes and lockouts which amount to ten or more person-days lost.

A strike is a concerted work stoppage by a group of employees which is done in order to bring about a change in an employer's position, and it occurs during the negotiating process. A legal strike is one that respects all the conditions mandated by law, most notably that the strike is taking place during negotiations. A strike will be declared illegal if it does not respect the applicable laws. A lockout occurs when work is suspended by the employer or a group of employers in order to pressure employees to change their position, and a lockout must also occur during the negotiating process.

Developments leading to work stoppages are sometimes too complex to make it practicable to distinguish between strikes on the one hand and lockouts on the other.

The major characteristics of work stoppages on which information is gathered are:

Employer – Firm or firms employing the workers reported on strike or locked out.

Location – Location of the plant or premises at which the work stoppage occurred.

Industry – Industry of employer according to the North American Industry Classification System (1997).

Union – The workers' organization(s) directly involved or concerned in the dispute that led to work stoppage.

Workers Involved – The total number, or approximate total number, of workers reported on strike or locked out, whether or not they all belonged to the union directly involved in the dispute that led to work stoppage. Where the number of workers involved varied in the course of the stoppage, the maximum number is used in tabulating annual or other totals. (Where a stoppage commenced in a previous year, the maximum number during the whole stoppage is the number used). Monthly totals are similarly based on the highest figures but allowance is made for changes reported in stoppages extending over two or more months. The total number of workers shown may include the same workers more than once if they are involved in more than one work stoppage during the year (or other reference period). Workers indirectly affected, such as those laid off as a result of a work stoppage, are not included in the data on workers involved.

Starting Date – The day on which the work stoppage began.

Termination Date – For work stoppages that are terminated by mutual agreement, the termination date is the day on which work was resumed. Where normal operations could not be resumed shortly after the employees agreed to return, the day on which they were available for work is regarded as the termination date. Some work stoppages are never formally settled, and this presents statistical difficulties. In such a case, the stoppage is usually considered terminated for statistical purposes, at the date by which it was established that two-thirds or more of the workers involved had either returned to work, or had found work with other employers; or the date by which it was reported that the operations affected by the work stoppage would not be resumed.

Duration – The duration of each stoppage is calculated in terms of working days, including the starting date and all subsequent normal working days up to the termination date. The days counted as working days are those on which the establishment involved would normally be in operation (five days per week).

Duration in Person-Days – Duration in working days multiplied by the number of workers involved. For work stoppages involving establishments in which the number of weekly working days (see Duration above) exceeds the work week of individual employees, the duration in person-days is adjusted by the appropriate ratio. Variations in the number of workers involved in the course of a stoppage are also taken into account in the calculation as far as practicable. The data on duration of work stoppages in person-days are provided to facilitate comparisons of work stoppages

in terms of a common denominator; they are not intended as a measure of the loss of production time to the economy. The expression "Time loss" is occasionally used instead of "duration in person-days". The term most commonly used is person-days not worked due to the duration in person-days of all work stoppages in a year is also shown as a percentage of estimated working time based on estimates of the number of non-agricultural paid workers in Canada obtained from the Labour Force Survey of Statistics Canada.

Jurisdiction – Statistics on work stoppages are also classified according to jurisdiction. This is done on the basis of the government and those businesses covered by Part 1 of the *Canadian Labour Code* whose industrial relations statistics are applicable to the establishment involved in the dispute. (The tabulation of statistics on work stoppages by jurisdiction corresponds to a tabulation by province, except where the Federal jurisdiction is involved.)

The data reflect all work stoppages that have come to the notice of Workplace Information Directorate, and meet the criteria defined above, e.g. minimum person-days. The methods used to secure this information are believed to be adequate to preclude the possibility of major omissions.

Workplace Information

Information sur les milieux de travail

INNOVATIVE WORKPLACE PRACTICES

Bruce Aldridge
Workplace Information Directorate
Labour Program, Human Resources Development Canada

This overview of workplace innovations is based on a review of 95 collective agreement settlements negotiated during the third quarter of 2002. Of these, 44 settlements contained provisions considered to be innovative or of particular interest.

Duration

Of 95 settlements reviewed during the quarter, 45 collective agreements had a duration ranging from 30 to 36 months. Twenty-one collective agreements had terms of 24 months, while 11 had a duration of between 12 and 20 months. A further 11 settlements had a duration of between 40 and 48 months. The remaining seven had durations of over 50 months. The longest duration was of 72 months between Cambior, La Mine Doyon at Rouyn-Noranda, Quebec and the United Steelworkers of America covering 310 mine employees.

Compensation

The Canadian Standards Association, Toronto, Ontario and Canadian Union of Public Employees have introduced a **"Hot Skills" premium** whereby the parties recognize that from time to time business and economic conditions create a situation wherein existing pay rates and schedules are insufficient for attraction and retention of certain key resources. When such situations arise, the parties will define the difficulties encountered and discuss potential actions and solutions. An external compensation organization will be engaged to conduct a market survey to assess wage competitiveness and their findings recommended to the parties. The parties will then mutually agree on the amount and form of premium to be paid to identified positions.

A **goal-sharing** plan has been established with Workers' Compensation Board of British Columbia, province-wide, and Compensation Employees' Union to provide employees with annual lump-sum payments equal to 2.0 per cent of annual salary if plan targets are reached. Stated criteria include operational efficiencies created by changes in the collective agreement and improvements to service quality.

Stelco Inc., Hilton Works, Hamilton, Ontario and United Steelworkers of America have an **income-sharing** plan which is based on the employer's quarterly financial performance and measured in terms of Adjusted Gross Margin. Payments will be made when the quarterly margin exceeds 12.9 per cent.

Westin Harbour Castle in Toronto, Ontario and United Food and Commercial Workers Union have a **performance bonus** whereby, should the employer meet its financial objective for the quarter, a bonus of $125 will be paid to each full-time employee on a quarterly basis provided specified employee performance criteria have been met. The Royal Canadian Mint in Ottawa, Ontario and Winnipeg, Manitoba and Public Service Alliance of Canada continue an **off-scale performance** award. In each of the three years of the collective agreement, 2.0 per cent of total bargaining unit payroll will be divided equally among eligible employees if profits, before income tax, are from $1.7 million to $3 million; 3.0 per cent if profits are from $3 million to $6 million; and 4.0 per cent if profits exceed $6 million. Canadian Imperial Bank of Commerce, Visa Centre, Toronto, Ontario and United Steelworkers of America have also introduced a **performance pay** for employees with a qualifying work performance rating of three or better. They will receive a 2.5 per cent wage adjustment in the first year of the contract and a 2.0 per cent in the second. Should this cause the wage rate to exceed the classification range maximum, the payment will be paid out as a lump-sum amount. A **performance incentive** program has been established with Bell Canada, province-wide, Quebec and Ontario, and Canadian Telecommunications Employees Association. A new payment based on individual performance will be created to reward outstanding achievement. A fund equal to 5.0 per cent of the total payroll in each category will be shared annually between the employees demonstrating above-average performance.

Serco Facilities Management Inc., Goose Bay, Newfoundland and Labrador and Public Service

Alliance of Canada have inserted a **performance incentive fee-sharing** plan in a letter of understanding. To improve productivity and efficiency by way of cooperation and reward, Serco and the Union of National Defence Employees, Local 90125, agreed to partner in the sharing of a performance incentive fee award. The incentive fee is awarded by the Department of National Defence every four months and is based on the performance of the company and its employees as measured by DND criteria. Effective April 1, 2003, the parties have agreed to the sharing of the incentive fee with each party receiving 50 per cent. Each employee's share will be calculated at 50 per cent minus 5.0 per cent, divided by the number of entitled employees times regular hours employed divided by 2080. The 5.0 per cent deducted will be placed in a trust account towards a fund to be distributed for humanitarian and educational purposes as recommended through joint consultation.

The Liquor Control Board of Ontario, province-wide and Ontario Liquor Boards Employees' Union have included a **profit-sharing** adjustment within the first wage adjustment of their collective agreement. In the first year, the 4.0 per cent wage adjustment includes a 1.0 per cent adjustment in recognition of record profits. Hydro-Québec, province-wide and Canadian Union of Public Employees have also included a 1.0 per cent cost-savings adjustment within the 3.0 per cent first year wage adjustment. This adjustment is conditional on recurring and permanent savings which were achieved as a result of improvements to provisions of union activity leave, grievance adjudication and vacation leave. In the second year, the savings will be achieved on the basis of job-related issues and the introduction of new pay-related factors for employees on stand-by and telework overtime that does not involve travel.

A **deferred salary** leave has been negotiated with the City of Saskatoon, Saskatchewan and Saskatoon City Police Association. Employees with at least five years service are eligible and can defer from 10 per cent to 30 per cent of salary per year. The leave shall not be less than six months nor greater than 12 months and the employer will continue to pay its share of premium costs for group insurance and dental plan during the leave period. The Government of Northwest Territories, territory-wide, and Public Service Alliance of Canada have added a specification to their existing deferred salary provision whereby prior to the leave to be taken, the employer will place the employee's deferred salary into a trust fund, and any returns on the trust investment, will be paid to the employee at the end of each calendar year.

Working Conditions

The Hotel-Dieu Grace Hospital, Windsor, Ontario and CAW-Canada have introduced **job sharing** whereby each arrangement must be employee initiated and voluntary, be one full-time position shared by two employees, each working 50 per cent of the position, permit the employees to self-schedule, and include a 60-day notice for discontinuing the arrangement. Holland Christian Homes Inc., Brampton, Ontario, and Christian Labour Association of Canada have a **premium within their job sharing** provision whereby if an employee must work the whole shift with no replacement, a premium of $1.00 per hour will be paid.

A one-year pilot project for a **compressed work week** has been introduced by the Toronto Police Services Board and Toronto Police Association. The new 8-week cycle will consist of 11.5 hour shifts—four weeks work with two days on day shift, followed by two days on night shift, then four weeks off work. Both parties agree to service-wide implementation after the one-year period or employees will revert to the previous work schedules.

Bell Canada, province-wide, Quebec and Ontario, and Canadian Telecommunications Employees Association have negotiated a **workforce diversity and employment equity** program. Three hours of training will be given to employee groups who could be challenged by issues of diversity and respect for other workers. Also, the importance of reasonable accommodation and the respective responsibilities of managers and other employees will be highlighted by various training and communication initiatives. Local initiatives such as diversity days or multi-cultural days will be organized to improve awareness.

The Canadian Standards Association, Toronto, Ontario, and Canadian Union of Public Employees have established a **job evaluation** system which will include taking into account contemporary and emerging technologies as well as evolving workplace structures and workflow.

A **trial alternative dispute resolution** mechanism has been established with the City of Ottawa, Ontario and Canadian Union of Public Employees. In an effort to resolve grievances within one year of their referral to arbitration, the parties will pursue the trial processes of holding regular meetings before arbitration and mediation/arbitration. The parties will meet regularly to evaluate the success of these trial procedures.

Both the Government of Prince Edward Island, Education Negotiations Agency, province-wide, and the Nova Scotia Association of Health Organizations, province-wide, except Halifax, and Canadian Union of Public Employees have introduced the use of **sick leave for workers' compensation** purposes. In the Prince Edward Island contract, employees may draw on their sick leave bank during the three-day waiting period. An employee who subsequently receives workers'compensation benefits for the waiting period shall reimburse the days drawn from their sick leave bank. In the Nova Scotia agreement, sick leave credits may be used to "top-up" workers'compensation to full salary, including the first two days of absence.

Fortino's Supermarket Ltd., Burlington and area, Ontario, and United Food and Commercial Workers International Union now include their **part-time employees in a drug plan**. Effective January 1, 2003, the employer will provide the plan for part-time employees with five years of service and 600 hours worked in the previous year. Coverage will include generic drugs, but not lifestyle drugs and will have a 50 per cent reimbursement rate to an annual maximum of $750. The City of Toronto, Ontario and International Association of Fire Fighters have negotiated an **alcohol and drug dependency** provision where the employer will pay for room and board plus associated costs in an accredited treatment facility.

Job Security

In the agreement with Stelco Inc., Hilton Works, Hamilton, Ontario, and United Steelworkers of America, the parties negotiated that, in the event of a **reduction of operations or decrease in workforce** in a department, the employer will assign employees throughout the plant. If an employee is unable to be retained, the employer will pay the employee $250 per week in supplementary unemployment benefits.

In the case of **plant closure**, Flextronics in Toronto, Ontario and Union of Needletrades, Industrial and Textile Employees have introduced a provision stating that the employer will set up training for affected employees and assist them in creating resumes. The time spent on training will be considered paid time worked. Cambior, La Mine Doyon, Rouyn-Noranda, Quebec and United Steelworkers of America have established a severance payment of $300 for each year of service for affected employees.

Certifications and Training

The City of Ottawa, Ontario and Canadian Union of Public Employees have agreed that should **certification or in-service training** be required for the employer's program delivery, the employee will be paid his/her hourly rate, including any premiums, for all hours spent on training and will have tuition and attendance costs paid by the employer.

The Government of Northwest Territories, territory-wide and Public Service Alliance of Canada have introduced a provision whereby the employer will reimburse or pay on the employee's behalf the **membership, registration, licensing or certification fees** required for the performance of the employee's position duties.

Paid Leave

Serco Facilities Management Inc., Goose Bay, Newfoundland and Labrador and Public Service Alliance of Canada have established a **bonus leave** provision. Each employee will be entitled to one additional paid week off during the life of the agreement. The leave will be scheduled at a time convenient to the employer's operations and will have no cash surrender value.

An **attendance leave** has been negotiated between Dutaillier inc., St-Pie, Quebec, and Centrale des syndicates démocratiques. Employees who have worked 50 per cent of the business days in the preceding 12 months from August 5 of each year and who have not been absent for more than 56 hours, will receive one regular day off. If the leave has not been taken by the end of the year, employee will be paid for the leave.

The Winnipeg School Division No. 1, Winnipeg, Manitoba and Winnipeg Association of Non-Teaching Employees provide paid **religious leave** available through one of two options, either by substituting holy days for other general holidays or working the additional time by way of arrangements such as banking of time.

Labour-Management Committees

During this third quarter, 18 of the 44 agreements with innovative practices contained provisions for establishing committees dealing with a wide variety of concerns.

A **group benefits review** committee between Kawartha Pine Ridge District School Board, Cobourg and area, Ontario, and Elementary Teachers' Federation of Ontario will reassess all cost information related to past and present claims experience relative to consultant services, premium costs, policies, etc. for the past three years. They will also examine alternative plan design options with a view to providing the most cost effective use of funds allocated to the program and make recommendations to the parties.

A **performance pay** committee with Canada Customs and Revenue Agency, Canada-wide and Professional Institute of the Public Service of Canada has been established to discuss the issues relating to the performance management system and the possible setting up of a performance pay system.

Bell Canada, province-wide Quebec and Ontario, and Canadian Telecommunications Employees Association have initiated a **telework** committee to explore possibilities of establishing a program and to make managers and employees aware of the teleworking policy.

A number of other committees were included in agreements to discuss such items as pension plan, occupational health and safety, early retirement, northern allowances and travel, job evaluation and workplace issues.

Innovative Workplace Practices

Previously published innovative workplace practices from past issues of the *Workplace Gazette* are available on the Workplace Information Directorate Web site at:

http://labour.hrdc-drhc.gc.ca

HEALTH AND SAFETY MANAGEMENT AT ALUMINERIE LAURALCO INC.

Geneviève Dompierre, Nathalie Langis and Sylvie St-Onge
École des Hautes Études commerciales, Montréal

The company not only provides gloves for our protection, it asks us which ones we want.
Electrolysis Operator

Mission, Principles and Values

Established in Deschambault, Quebec, since 1992, Aluminerie Lauralco inc. is a subsidiary of Alcoa, an American multinational. With over 550 permanent, non-unionized employees, this plant produces *T-ingots* sold to various industries mainly located in the United States. Lauralco must face very strong competitive pressures. To stand out from other aluminium plants, the company uses its human resources as a competitive advantage. Specifically, so as to remain a leader in its field, the Lauralco team pursues its mission to "use its resources in the best possible way to safely produce quality aluminium, at the best cost and on time while constantly committed to being a part of the community and satisfying its customers." Seven principles form the basis of its management culture:

- maintaining high standards for health, safety and environmental protection;
- being, from all standpoints, a good corporate citizen;
- maintaining good relations through open communications and team building;
- creating an organization which values each person's role and expertise;
- encouraging ongoing training to promote each person's accountability;
- aiming for excellence through process control and the reduction of variations;
- seeking constant improvement in every function in order to better meet customer expectations.

These principles were based on organizational values of accountability, teamwork, initiative and autonomy, communication, creativity and ingenuity, quality and effectiveness, flexibility and adaptability, as well as a sense of belonging.

Managing by Work Team

The company has only three hierarchical levels: (1) versatile work teams, (2) section leaders, and (3) the management team. The work teams are at the core of work organization. Members of a work team (consisting of one section leader and approximately 15 operators) each take on a management responsibility for a 15- to 24-month mandate. The team members' roles and responsibilities are varied and include daily work organization, managing overtime, health and safety prevention, training, performance appraisal, vacation scheduling, budgeting and remuneration (see list above). Lauralco relies on multiskilling to promote team accountability.

Moreover, work committees and problem-solving teams are regularly formed to respond to specific concerns. Along with these teams are intersectoral committees who deal

Roles and Responsibilities of Team Members at Aluminerie Lauralco inc.

- budget
- committee
- communication
- environment
- graphics-PLUS Security Committee
- hours
- maintenance
- meetings
- payroll
- performance appraisal
- practices
- procurement
- production
- quality
- security
- training
- vacation

— The authors wish to thank the staff members who collaborated in the drafting of this case study. Filed with Case Centre at École des Hautes Études commerciales, Montréal, Quebec.

Aluminerie Lauralco inc. was the recipient of an IRIS award from the Ordre des conseillers en ressources humaines et en relations indutrielles agréés (Order of certified human resource and industrial relations professionals) of Quebec in 2000 for the quality of its organizational changes.

with issues pertaining to the plant as a whole such as health and safety management, quality, environment and wage scales.

This way, decisions are made collectively by the employees, committees being the main element in the decision-making process at the plant. Employees can express their needs through the committees and make their requests and recommendations to management. The decision-making power is largely decentralized: each team is in charge of developing a plan of action to reach the goals and follow up on them. Moreover, each work team can set goals that are not related to production, for example decreasing the injury rate, absenteeism or the amount of overtime. With this participative management method, people dedicate an average of 20 per cent of their time to tasks not directly related to aluminium production.

Workplace Health and Safety Management

Employee health and safety is of utmost importance to Lauralco inc. This priority receives strong support from Alcoa, the parent corporation, which advocates adopting the highest health and safety standards to optimize the physical and psychological well-being of employees and to preserve their work environment. According to the C.E.O. of Alcoa:

> *Even one accident is one accident too many. However, we are proud of the dedication of our people who take on our ambitious goals in terms of health. The ultimate goal is NEVER to have any incidents.*

Employee Involvement in Health and Safety Issues

Lauralco wants its employees to be accountable for their health and safety by getting involved in the daily work organization. Lauralco has two aims regarding the management of workplace health and safety. The first is to integrate health and safety into daily activities. The other is to manage health and safety in a proactive manner within a context of employee accountability. Every team must set specific goals in terms of workplace health and safety and the environment. These two team mandates reflect the order of organizational priorities: first, workplace health and safety; then, the environment; and finally, production.

Within each team (four teams per sector, on average), members take turns to act as prevention technicians and as team representatives on the sector's health and safety committee. A representative of each sector is then called upon to join the plant's Health and Safety Committee. By the same token, the employees are also represented on the Management Health and Safety Committee. Because the teams are involved at every level of management, adopting new measures is easier (see the flow process chart at the end of this article).

Several support committees assist the Workplace Health and Safety committees, including the PLUS committee, the first-response committee, the brigade committee, the ergonomics committee, the mobile equipment committee and the falls-risk committee. In this way, the organization provides the employees with many opportunities to take charge of their well-being.

Finally, several professionals are available within the organization to assist employees in terms of health and safety: a nutritionist, a psychologist (part of the employee assistance program), an ergonomist, a physical education specialist (as well as a physical training centre), a doctor, a nurse and an emergency team.

Communications Regarding Workplace Health and Safety

Lauralco uses several methods to disseminate and receive information to and from employees: both written communications (notes, a newsletter, a bulletin board, signs, e-mail and an intranet site) and oral communications (meetings between supervisors and team members, as well as regular meetings with management). This two-way communication is essential in the context of health and safety management where work teams are accountable.

Training on Workplace Health and Safety and the PLUS Program

Along with other training on various subjects, operators are made aware of health and safety issues by means of four basic courses offered to new employees: the organization of health and safety, risks in aluminium smelters, lock-up and operation, and awareness of the PLUS program.

The PLUS program, set up for the employees by the employees, is at the heart of health and safety management at Lauralco. By participating to this program, a large number of operators (more than 200 to date) are trained to observe the tasks of other operators in order to detect dangerous or risky behaviour. An employee from one sector examines the actions of an operator at work in another sector and fills out a form, noting the risks or hazards. (The names of the observed individuals do not appear on the forms.) The members of the PLUS committee read these forms and follow up with corrective measures aimed at reducing the risk of accidents. The program ensures that health and safety management at Lauralco is handled proactively and effectively by the employees.

Finally, at Lauralco, the goal is to make the operators aware, on a daily basis, of the health and safety aspects of the workplace so that knowledge communication among operators relates not only to specific facts, but also to the general notion of "how to be" with regard to health and safety issues in the workplace. Before the merger with Alcoa group, Lauralco had implemented all of the tools associated with proper management of workplace health and safety. However, the actual utilization of these tools by the operations employees as well as their awareness of workplace health and safety was not as high as expected. To help the employees better use these tools and measures, the Workplace Health and Safety committee developed an innovative training program called "My Health and Safety: Why Not?" The aim of this program was to change attitudes so that employees would always examine their production operations from the perspective of workplace health and safety. Ideally, the operator must be the main agent for change, having health and safety objectives so deeply ingrained that manoeuvres for getting around health and safety regulations turn into means of observing them. Operators are also made aware of the fact that bad habits can kill. All routine operations or manoeuvres are analysed so that operators do not become overconfident, which could cause an incident.

Managing Workplace Incidents and Accidents

When an incident or accident occurs in the workplace, employees must follow an elaborate procedure. Each time an employee suffers a minor injury or even just a close call (known as an "OOPS" at Lauralco), he or she must enter a summary notice in the computer system as long as he or she is able to do so. This allows the members of the health services team to be informed of the situation. When the injury is minor and the employee has remained on the job, the health services representative may want to meet the employee for a consultation to make sure he or she is able to continue working without danger. Depending on the severity of the incident, an investigation may be conducted to determine the causes and bring about appropriate corrective measures. In the case of a major incident or accident, whether it occurs during the day, night or weekend, the head of the plant, human resources manager and sector manager must go to the premises within 24 hours in order to assess the situation and act as quickly as possible.

"My Health and Safety: Why Not?"... employees would always examine their production operations from the perspective of workplace health and safety.

Health and Safety in the Electrolysis Sector—An Example

At Aluminerie Lauralco inc., health and safety management is integrated in the work organization of all operators, no matter which sector they are working in. Occupational health and safety management requires a sustained effort on the part of the entire staff. Overall, three categories of employees are called upon to step in and play a role within the work team with regard to workplace health and safety management: the operator, the prevention technician and the section leader.

The plant is made up of four production sectors: the electrode sector, the electrolysis sector, the pouring centre and the environment laboratory. Let's illustrate how health and safety are integrated into the daily duties of the operators from the electrolysis sector. Each year, Lauralco's electrolysis sector transforms 420,000 metric tons of alumina to produce aluminium. Three steps are involved: anode changing, metal pouring and cable hauling. Within a 12-hour work period, the team must make 44 anode changes, make 44 pours and haul 11 vats.

The operators and the team members are expected to observe one another at work with an eye on the impact of occupational health and safety issues. In fact, each employee is seen as being in charge of daily health and safety management: they are expected to stop production in case of a hazard and are responsible for detecting any potential risk. Moreover, at their regular meetings, each team brings up all the incidents that have occurred

since the previous meeting and discusses any necessary measures to prevent any similar incident to occur again. In short, operators are highly involved in improving operations, methods and work-related tasks.

Within each of the four electrolysis teams, each operator takes a turn acting as a health and safety prevention technician for a minimum of six months. According to one electrolysis operator, "The prevention technician mandate is one of the most demanding in terms of training and time." The main responsibility consists of making team members aware of what is at stake. The prevention technician may also represent his or her colleagues on the sector's health and safety committee.

When it comes to health and safety management in the workplace, the section leader does not monitor the team members. Instead, he or she transmits a monthly report from the Sector's Health and Safety Committee to the prevention technician so that its contents can be distributed to the other team members. Furthermore, if a colleague breaks a rule or takes health and safety risks, the prevention technician must discuss the matter with the offending team member and fill out a form describing the infraction. This form is considered by the Sector's Health and Safety Committee which keeps a record of the frequency and nature of such incidents.

Finally, a Resolution Committee is periodically formed in order to find a solution to a situation presenting a specific problem in terms of workplace health and safety. For example, plant engineers recently discovered that the addition of sandbags to the electrolysis vats noticeably increased their life span. However, this operation increased the workload of the electrolysis sector. Because the physical effort required was considerable and the task had to be performed within a short period of time, eight operators, in collaboration with the ergonomist, were relieved from their daily duties so that they could develop a plan of action and work methods that would preserve the operator health and safety. Since the solution presented to the section leader was proposed by the team, it was more easily accepted.

To sum up, the various workplace health and safety committees study all available means to improve the physical and material working conditions of the operators. The management at Lauralco does not hesitate to invest the necessary resources to offer its employees the best protection means. For example, this year, Lauralco's goal is to set up a series of pre-work exercises adapted to the physical conditions specific to each sector's duties in order to decrease the risk of injury due to extreme and repetitive movements.

Engineering and Ergonomics Focused on Workplace Health and Safety

At Lauralco, the management of workplace health and safety is integrated into all operations and activities that make up the work of the operators. The idea is to optimize their health and safety as well as their effectiveness. Workplace health and safety management is thus associated with the different operating procedures and working modes in the electrolysis sector. An operating procedure is a document providing a detailed, step-by-step explanation of each work operation carried out in a sector. The operating procedure on anode changing, for example, contains a section on workplace health and safety describing the main safety measures to adopt during the operation. In fact, it features some tips to prevent incidents as well as a list of potential health and safety hazards for each operation. These operating procedures are revised annually by the section leader, the engineers, the technicians and the operators in order to improve the operational effectiveness and reliability, especially in terms of workplace health and safety.

The physical working conditions in the electrolysis sector are quite critical. There are 264 electrolysis vats spreading over two halls measuring 868 metres each to form a series. Each vat contains a liquid bath that dissolves alumina, the raw material for aluminium. This bath is maintained at a temperature of 986° Celsius; the heat is obtained by the passage of an electric current of over 300,000 amps. In spite of an excellent ventilation system inside the two halls, it is cold and humid in winter and hot in the summer. Moreover, the electric current creates a significant magnetic effect. The alumina transformation process also presents several risks to the operator, particularly the threat of an explosion, electric shock or burns. Even the noise of the equipment puts workplace health and safety at risk, although it is lower than in other sections of the smelter. Finally, the electrolysis sector operator must carry a radio and several small tools on his or her belt.

the management of workplace health and safety is integrated into all operations and activities

To date, no measure has been implemented in order to remedy the temperature issue in the electrolysis sector. The employees in charge of workplace health and safety had vending machines installed to make beverages available to the operators. The electrolysis teams are frequently called upon to work with the ergonomist to find solutions to other problems. For example, high risk for burns prompted the work team—composed of employees and people in charge of workplace health and safety—to design protective clothing adapted to their specific needs. Furthermore, the employees in this sector are highly aware of the risk of injury related to repetitive movements in routine operations. Every two months, they rotate work positions in order to alternate the type of effort required by each worker.

Impact of Workplace Health and Safety Management

The effectiveness of health and safety management can be ascertained by looking at it from different angles: sustainability, economic efficiency, social commitment and operator satisfaction, as well as the general atmosphere prevailing in human resource management.

First, health and safety management contributes to Lauralco's sustainability by making it easier for the company to meet the quality standards and requirements of its business partners. By the same token, the company chooses its suppliers according to their health and safety requirements. Dealing with suppliers that share the same values in terms of health and safety improves the quality of business relations. In this way, health and safety management improves the smelter's competitiveness on the world market. Lauralco is in fact the first plant in the Alcoa group to obtain an audit grade rated "excellent" in workplace health and safety, which it got from the start.

Second, the work teams' concern for the better use of their production potential while optimizing their safety has led to a decrease in the number of accidents per production unit and a reduction in production losses as well. Moreover, the organization has one of the lowest compensation rates of the *Commission de la santé et de la sécurité* (Workers' Compensation Board) in the aluminium industry in Quebec. Also, the employees have obtained a good rate for consulting various workplace health and safety resources available to them. The accident rate and their severity as well as the amount and duration of work absences have noticeably decreased. Consequently, Lauralco has rarely had to resort to temporary hiring of personnel to compensate for the absenteeism related to accidents or health problems. Maintaining experienced personnel improves productivity and reduces the cost of the manufactured product. In other words, the decrease in temporary personnel assignments and replacements due to absenteeism and health problems allows for the production of better quality aluminium at a lower cost and with a faster turnaround. Not only does this represent savings in resources and a reduction in direct costs for the *Commission de la santé et de la sécurité au travail*, it also represents better time and production management. This was shown in September 2001, when the company reached the mark of 3,934,506 working hours without any loss-time accident.

Third, because of its health and safety priorities, Lauralco has more stringent regulations than those required by the legislation. The organization tends to consider health and safety management more as a question of corporate social responsibility; Lauralco is also recognized for its involvement in the community. Various committees have established health and safety training programs for the spouses and children of employees. Lauralco also contributes to community activities related to health and safety through contests, the company newsletter and donations to the families of employees (e.g. batteries for smoke detectors, safety gloves and glasses).

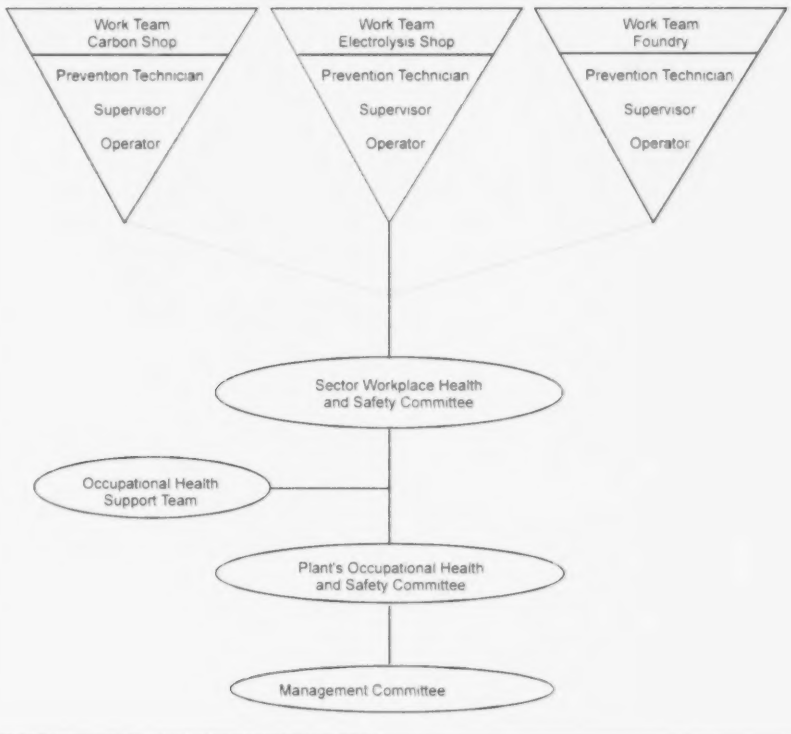
Fourth, workplace health and safety management through work teams contributes to the operators' commitment to their teams and the organization as a whole. The operators are committed to their work because the management of health and safety implemented by the teams makes them "feel appreciated and supported" in their approach to continued improvement. Hence, they show solidarity by respecting health and safety requirements that are planned and implemented by the employees themselves involved at various levels of management. Some concepts which are integrated into the management of workplace health and safety—such as employee autonomy, respect for others, interest for the quality of the group's experience, as well as consistency

health and safety management ... from different angles: sustainability, economic efficiency, social commitment and operator satisfaction

in two-way communications—improve the quality of life of the operators. Moreover, the management of workplace health and safety issues in semi-autonomous teams is included in the performance appraisal of all operators in order to encourage behaviour in keeping with this organizational priority. Furthermore, the rotating role of prevention technician makes the operators' duties more fulfilling and improves their multiskilling abilities. The main advantage of all this resides in the operators' awareness that there is a consistency between the management's discourse as to the respect for the employee and its performance concerns. Team efforts have led to several improvements in working conditions. In short, workplace health and safety management when teams are accountable enables the operators to meet challenges, develop personally, use their knowledge and judgement and feel useful to the organization.

Fifth, health and safety management at Lauralco is in keeping with an overall atmosphere where quality of life and the working climate are good and employees are satisfied. According to a 1997 survey of all employees, 93 per cent said they were proud to work for Lauralco, 89 per cent said they were proud of their job and 73 per cent thought that the decision-making process implemented in committees and through problem resolution teams was essential. In 1998, the employee turnover rate was 0.35 per cent. According to the workplace health and safety manager, "There is certainly a good working climate, but it is the result of a mix of elements." Innovation and the expression of new ideas are strongly encouraged, particularly in terms of workplace health and safety. In fact, the employees share a good part of the decision-making in the way they organize their work, by choosing the tools, equipment and the methods they want to use. Employee recommendations are very important to management. When an idea is coherent and feasible, the managers provide the tools necessary for its implementation.

Structure of Workplace Health and Safety Management at Aluminerie Lauralco inc.



Conclusion

Aluminerie Lauralco inc. has developed a unique health and safety management system. According to its human resource personnel, "The Lauralco system is all-encompassing." Any new management system is conceived, developed, integrated and aligned keeping in mind the smelter's unique way of functioning. In this way, any new system fits an organizational process where decisions are collectively made by the employees, where people work differently, where work teams are at the core of the company and where human resources personnel are the agent for change and support while being business partners in the company. Consequently, there is consistency among the different management activities.

According to the members in the organization, Lauralco's success rests above all on respect, concerted effort, trust and constant communication. Moreover, its important program designed to make work teams accountable has a definite influence on the development and implementation of all organizational systems, including health and safety management. Lauralco is constantly perfecting its management style in which work teams continue to be at the centre of the work organization. Essentially, through transferring decision-making authority to the employees, along with encouraging individual employee empowerment, Lauralco has been able to develop a quality of life within the organization.

Coming in a Future Issue!

Another case study concerning the importance of employee participation through teamwork at Lauralco Québec inc.

WORK-LIFE BALANCE IN CANADIAN WORKPLACES

Nora Spinks
Work-Life Harmony Enterprises for
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Labour Program, Human Resources Development Canada

Many studies show that Canadian workers need to be supported in their attempt to reconcile work with family and personal life. Research is also showing that, by reducing work-life struggles, individuals can enjoy a healthier lifestyle while improving productivity at work. To help organizations design and implement supportive programs and policies facilitating work-life balance, the Honourable Claudette Bradshaw launched the Labour Program Web site on work-life balance in Canadian workplaces . This site is a Canadian source of information with easy access to quality materials, resources and links on work-life balance.

The *Work-Life Balance in Canadian Workplaces* Web site includes:

- information regarding the benefits and costs of work-life balance to employers and to employees;
- a section offering concrete and practical tools to assist organizations design and implement supportive work-life balance programs and policies;
- experience and lessons learned by various individuals and organizations concerning work-life balance including corporate profiles, leader interviews, case studies, and successful and innovative practices;
- definitions and descriptions of individual workplace programs, policies and practices;
- answers to frequently asked questions on work-life balance;
- key studies on work-life balance and an extensive bibliography;
- links to other links of interest related to work-life balance; and
- a section devoted to issues on the aging workforce.

Two tools that can be used for assessment and planning purposes are presented. The first tool, the Work-Life Continuum, developed by Nora Spinks of *Work-Life Harmony Enterprises*, can assist you in describing and assessing the work-life culture in your organization using a continuum with five developmental milestones. The continuum may also be used to determine where you would like your organization to be on the continuum and to develop a strategic work plan to achieve that objective.

The second tool, a Checklist for Employers, contains a list of statements that you can answer to help you get an idea of how far your organization has come in terms of developing a positive attitude and culture toward work-life balance, implementing programs, and communicating work-life balance practices and policies in your organization.

Work-Life Continuum

The process to moving beyond policies and programs to cultural change takes time, energy and patience. To effect culture change, you need to consider individuals, groups of employees, managers and the workforce collectively. You need to have a sense of where your strongest support is (position or level, work unit, leader, etc.) and build from that point. You will also need to address a variety of opinions and concerns, a variety of expectations and expressed needs.

Work-Life Harmony Enterprises describes the work-life culture change using an organizational continuum with five developmental milestones: InActive, ReActive, Active, ProActive and InterActive.

The Work-Life Development Continuum

Stage	Family	Approach	Perception	Responsibilities	Action	Focus
InActive	*Family forgetful*	None	Personal issue	Work responsibilities	None	Work and family segregation
ReActive						
Phase I	*Family aware*	Programmatic	Women's issue	Childcare needs	Some informal investigation	Work and family interference, role overload
Phase II		Policy	Human resource issue	Family needs	Research and formal needs assessments	
Active						
Phase I	*Family friendly*	Organizational	Competitive issue	Life cycle and personal responsibilities	Task force, departmental assignment and accountability benchmarking	Work and family balance
Phase II		Strategic	Business issue	Multiple/complex responsibilities	Integrated assessments and opinion surveys	
ProActive	*Family supportive*	Cultural change	Economic issue	Shared responsibility	Influential research; impact assessments	Work and life integration
InterActive	*Family advocate*	Integrated	Social and economic issue	Collective responsibility	Applied collaborative research	Work, family, life harmony

Source: WorkLife Harmony Enterprises.

Step One—The Continuum as an Assessment Tool

Determine where you are at along the continuum. Look under each heading; find the words that best describe your beliefs and actions. For example,

- if you or your human resources department is currently working on the development of supportive policies (e.g. flexible work arrangements, job-sharing or telework);
- if you already have some programs in place (employee assistance program, childcare referral service, fitness facility or subsidized cafeteria);
- if your human resources department has identified work-life issues as a priority;
- if your current focus is on family needs (childcare, eldercare);
- if you have included work-life issues in an employee survey or if you have conducted any formal research into the issues (participated in an external study, held focus groups, etc.).

Then you are, like most Canadian organizations in the second phase of the ReActive Stage. (Note: If you are in a transitional phase—moving along the continuum, you may have reached some of the milestones in the next stages.)

You may be in a different stage than the rest of the organization. After it is clear where you fit along the continuum, determine where the human resources department is at and determine where your leadership and managers are at along the continuum.

You may find that your front line supervisors are very aware of the issues and supportive of employees' needs. They may be farther along the continuum—others may still see work and family as separate issues and remain firmly in the InActive Stage.

The farther apart along the continuum or the more diverse your workforce is, the more challenging it will be for you to facilitate cultural change.

Step Two—The Continuum as a Planning Tool

Determine where you would like the organization to be and develop a strategic work plan to achieve that objective.

For example, if you are firmly and consistently at the second phase of the ReActive Stage you may want to target having 85 per cent of your organization at the Active Stage by the end of the next fiscal year. To achieve that goal:

- you will need to position your initiatives as an organizational competitive imperative and as a strategic business issue, so you will link your work-life initiatives to your recruitment and retention strategies, your business development goals and your organizational development initiatives;
- you may expand your programs to include the full life cycle and include all personal responsibilities such as education and career development, caring for aging relatives, ill, injured or disabled family members;
- you may enhance your policies (e.g. extend leave options beyond maternity leave to include family leave, education leave and/or personal leave);
- you may establish a multi-disciplinary task force to monitor and expand existing programs and policies, and to evaluate progress;
- you may join external councils, committees or consortiums to benchmark your progress and learn form other's experience; and
- you may develop metrics and measurements to hold individuals and managers accountable for creating supportive work environments such as including work-life balance and wellness in measurement tools (e.g. Balanced Score Card, 360° Feedback, manager performance evaluations, team assessments, bonus and reward strategies etc.).

It is important to remember that once an organization has "reached" a particular milestone, it doesn't necessarily stay there for long. If there are organizational changes, restructuring, or economic changes, a company may move along the continuum in either direction. If you experience some slippage—don't get discouraged you will probably regain your positive momentum before too long. If you experience progress don't let up the pressure, continue to monitor your growth and development, keep up with what is happening in regard to work-life balance.

Work-Life Balance Checklist for Employers

On the following page are some ways in which you, as an employer, can support the work-life balance needs of your employees. What things are you already doing? What others would you like to try? While the following checklist is not a definitive assessment tool, it can be used to help you get an idea of how far your organization has come in developing, implementing, or communicating work-life balance in your organization.

The more statements that you can answer in the positive with a checkmark or "yes", the better positioned you are to meet the work-life balance needs of your employees. In addition, many of the ideas presented are things that you can do to move your organization into the Active, Proactive, or Interactive phases of the Work-Life Continuum.

Attitudes and Culture

- ☐ Managers encourage employees to stay home with children or elderly parents in the event of a medical emergency or when their usual care arrangements are unavailable.
- ☐ Managers are conscious of the need to help employees manage their workloads in a way which enables them to participate fully in their personal lives.
- ☐ Managers are flexible around hours of work in order to assist employees in balancing their work and home activities.
- ☐ Managers in our organization are supportive of work-life balance—demonstrated either by "walking-the-talk" or by encouraging employees to take advantage of work-life balance policies.
- ☐ One of the criteria for promotion or hiring into management positions is a solid understanding of the importance of, and commitment to, work-life balance initiatives both for the prospective manager and for his/her employees.
- ☐ Our organization has developed metrics and measurements to hold individuals and managers accountable for creating supportive work environments.

Programs

- ☐ Our organization has conducted surveys and/or focus groups with employees to learn about their work-life balance needs and desires.
- ☐ Our organization has a formal work-life balance policy or program in place.
- ☐ Our organization offers or plans to offer one or more of the following programs:
  - dependent care initiatives (such as emergency child or elder care, referral and/or information services, financial assistance, or workplace child-care);
  - stress management (such as an employee assistance program or wellness/health promotion activities);
  - flexible work arrangements (such as compressed workweek, flextime, or telework);
  - reduction in working time (such as job sharing, gradual retirement or voluntary part-time);
  - vacation and other social benefits (such as flexible benefits, leave for personal reasons, maternity, paternity and/or parental leave, sick leave or vacation flexibility).
- ☐ Our organization has a process in place to monitor progress and usage of work-life balance programs.
- ☐ Work-life programs are linked to recruitment and retention strategies, business development goals and organizational development initiatives.
- ☐ Our organization participates in external work-life councils, committees or consortiums to benchmark progress and learn form other's experience.

Communication

- ☐ Employees are aware of their options when it comes to work-life programs or initiatives in our organization.
- ☐ Employees are provided with regular opportunities to express views about work, life and family balance.
- ☐ Managers have received appropriate training and possess the proper tools and skills that are necessary to implement organizational work-life balance policies.
- ☐ Our organization regularly reminds managers that work-life balance is important.
- ☐ Our organization publicizes work-life balance programs at all levels of the organization across all work locations.

Visit the **Work-Life Balance in Canadian Workplaces**

A key to success in private and professional life
A competitive edge for business

at <**http://labour-travail.hrdc-drhc.gc.ca/worklife**>.

SEMINAR ON NEW EMPLOYMENT RELATIONSHIPS AND THE "DIGITAL DIVIDE"

Myriame L. Côté
Communications, Labour Program
Human Resources Development Canada

On October 2, 2002, the Honourable Claudette Bradshaw, Minister of Labour, opened a conference on *New Employment Relationships and the Digital Divide: Challenges for Labour Ministries in the 21st Century.*

Held in Montréal, the Conference was an important step in implementing the Plan of Action adopted at the October 2001 12th Inter-American Conference of Ministers of Labour.

In her speech to delegates, Minister Bradshaw underlined the importance of the Inter-American initiative and its focus on the challenges of globalization and building the capacity of labour ministries in developing countries. "We must continue to work with our international partners to improve the living conditions of workers in this hemisphere," the Minister emphasized.

The acceleration of information technology has given employers and workers an avenue to make the workplace more productive and rewarding. However, in the Americas there is a growing gap between industrialized and developing countries and workers who are computer-literate and those whose technical skills are lacking.

The workshops in Montréal were held to address these challenges facing labour ministries, with particular regard to unstable and informal employment, the digital divide, and the improvement of the technological capacity of governments.

In attendance were the Ministers of Labour of Guatemala, Guyana, Honduras, Paraguay, Peru, St. Lucia and St. Vincent and The Grenadines, as well as representatives of 23 of the 34 member states and a number of labour specialists.

The seminar provided an opportunity to examine new ways of addressing the challenges facing labour ministries through a series of informed presentations by experts, case studies, and site visits.

From left to right: *PARAGUAY, Diego Abente Brun, Minister of Justice and Labour - URUGUAY, Juan Bosch, Former Vice-Minister of Labour and Social Security - HONDURAS, German Edgardo Leitzelar Vidaurreta, Minister of Labour and Social Security - GUATEMALA, Victor Hugo Godoy Morales, Minister of Labour and Social Security - CANADA, The Hon. Claudette Bradshaw, Minister of Labour - SAINT LUCIA, The Hon. Velon John, Minister of Legal Affairs, Home Affairs and Labour - SAINT VINCENT AND THE GRENADINES, The Hon. Edwin Snagg, Senator and Parliamentary Secretary with responsibility for Grenadines Affairs and Labour - PERU, Sr. Fernando Villarán de la Puente, Minister of Labour and Social Promotion.*

Helping to further the mandate of the 12th Inter-American Conference of Ministers of Labour, the workshops promote fundamental working standards, the improvement of working conditions, and strengthening of labour ministries in Canada and abroad. The seminar facilitated international cooperation and brought business and labour closer together to support these goals.

The next workshop will take place November 14–15, 2003 in Miami, Florida.

VISION 2002 SURVEY—LABOUR-MANAGEMENT RELATIONS IN CANADA

Canadian Labour and Business Centre

The health of the relationship between management and labour has a very real impact on productivity. The Canadian Labour and Business Centre's biennial survey, *Viewpoints* gathers perceptions from labour and management on industry and workplace relations. This year's *Viewpoints 2002* survey paints a somber picture, with expectations of rising conflict.

This focus is on respondents' perceptions of particular issues.

In April and May 2002, the Centre surveyed about 6,000 leaders from the business, labour and public sector (education, health and government) communities to determine their perspectives on a range of issues including:

- challenges facing the economy and potential directions for solution;
- skills and skill shortages;
- healthy workplace practices; and
- the current state of labour-management relations in Canada.

The survey provides an opportunity to assess how the perspectives of these leaders on key issues have changed over six years. The 2002 survey received an 18 per cent response rate, normal for surveys of this type.

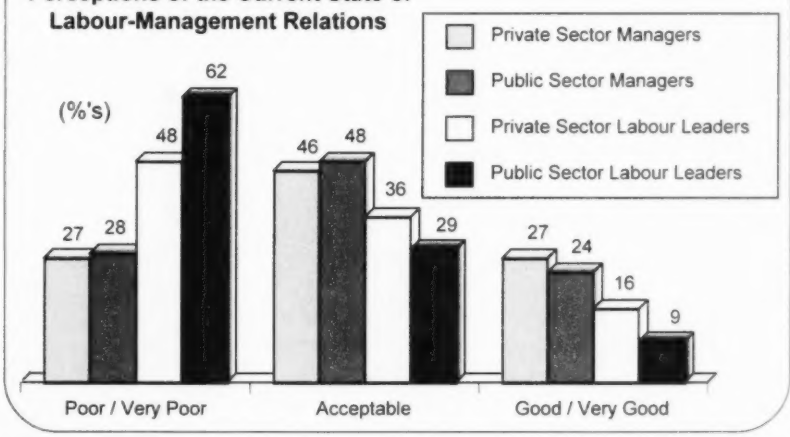
Perspectives on the State of Labour-Management Relations

Business, labour and public sector leaders were asked to evaluate the current state of labour-management relations within their respective industry sectors. A five-point scale ranging from "very poor" to "very good" (with "acceptable" being the middle category) was used for the evaluation. The results, (see Chart 1), can be summarized as follows:

- Managers were more likely than labour leaders to have a positive view of relations. Three quarters of private and public sector managers felt that the state of labour-management relations in their respective industry sectors was acceptable or better. In contrast, this positive view was held by about one half of private sector labour leaders (52 per cent) and by only 38 per cent of public sector labour leaders in the survey.
- Only about one quarter of private and public sector managers could describe relations within their sectors as "good" or "very good." Labour leaders were even less likely to say relations were good: only 16 per cent of private sector labour leaders and fewer than one in 10 public sector labour leaders.
- A very high percentage of public sector labour leaders (62 per cent) said that at the industry level, labour-managements relations are poor. Only 28 per cent of public sector managers felt relations were poor. Breaking down the public sector further, labour leaders in health care were most likely to say relations were poor (66 per cent), followed by education (60 per cent) and government (54 per cent).

Chart 1

Perceptions of the Current State of Labour-Management Relations

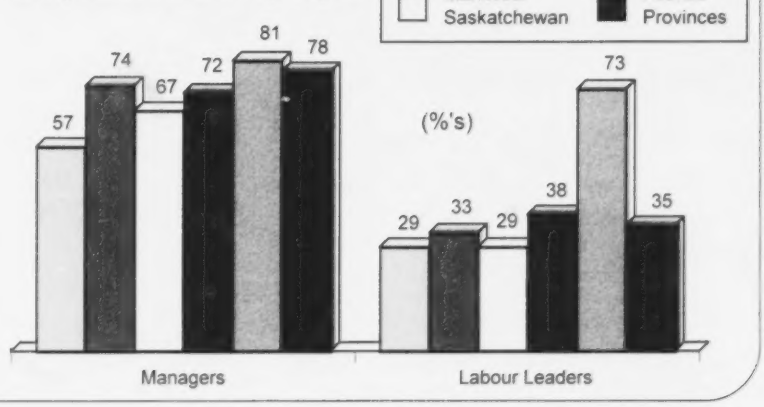


Views on Labour-Management Relations by Province/Region

Views about the current state of labour-management relations differ significantly in some provinces. Most notable in this respect is Quebec, where a large majority of managers (81 per cent) and labour leaders (73 per cent) felt that relations were acceptable or better (see Chart 2). In fact, Quebec is the only province in which there appears to be no significant "disconnect" between managers and labour leaders about the state of their relationship.

Chart 2

Percentage of Managers and Labour Leaders Saying Labour-Management Relations Are "Acceptable or Better" by Region



British Columbia also stands out among the provinces. Managers in that province were least likely among their peers to rate the current state of labour-management relations as "acceptable or better." Compared to the national average of 73 per cent, only slightly more than one-half (57 per cent) held this view.

With the exception of Quebec, only about one-third of labour leaders in each province deemed labour-management relations to be acceptable.

Perceptions on How Labour-Management Relations Have Changed

The majority of managers in the private and public sectors—roughly two-thirds—believed the state of labour-management relations in their respective industry sectors was about the same as it was two years ago. This perception of stable relations was held by less than one half of labour leaders (see Table 1).

Labour leaders, particularly those in the public sector, have a considerably more negative assessment of how labour-management relations have changed over the past two years. Commenting on the industry sectors in which their members are employed, approximately one half (56 per cent) of public sector labour leaders said labour-management relations were worse now compared to two years ago. Only 5.0 per cent said relations were better. In contrast, about 26 per cent of public sector managers said relations were worse, and only 11 per cent said that relations were better.

Table 1

	Private Sector		Public Sector	
	Managers %	Labour Leaders* %	Managers %	Labour Leaders* %
Worse	21	44	26	56
About the same	64	44	63	39
Better	15	12	11	5
	100	100	100	100

* Labour leaders were asked to consider how management-labour relations changed in the industry sectors in which their members work.

Perceived Changes in Labour-Management Relations over the Last Two Years

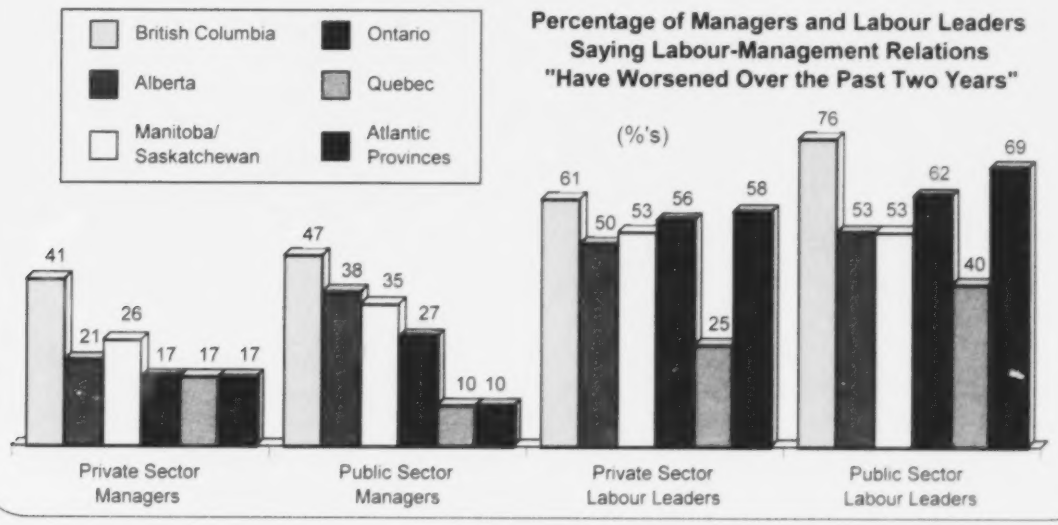
Among the provinces, managers and labour leaders in British Columbia were most likely to indicate a worsening of labour-management relations (see Chart 3). In that province, 47 per cent of public sector managers and 41 per cent of private sector managers felt that relations had worsened since 2000. Contrast this with

Ontario, where only 27 per cent of public sector managers and only 17 per cent of private sector managers felt relations had worsened.

The majority of labour leaders in all provinces/regions, again with the notable exception of Quebec, felt that relations have worsened in the past two years. This view of deteriorating relations was most prevalent among public sector labour leaders in British Columbia (76 per cent) and least prevalent among private sector labour leaders in Quebec (25 per cent).

Chart 3

Percentage of Managers and Labour Leaders Saying Labour-Management Relations "Have Worsened Over the Past Two Years"



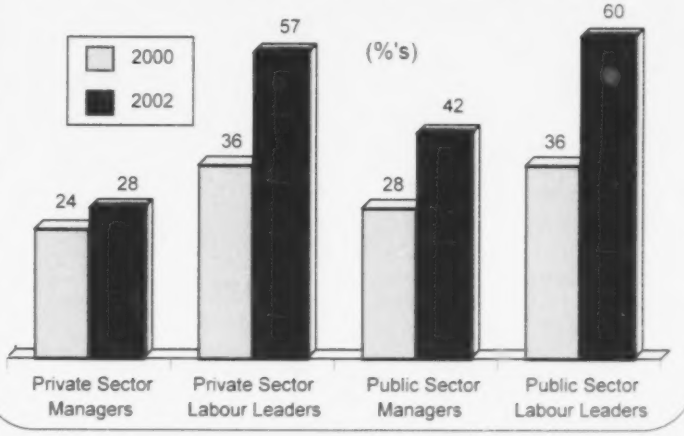
Outlook on Labour-Management Relations over the Next Two Years

Viewpoints respondents were asked how they saw labour-management relations changing over the next two years. Consistent with the Canadian Labour and Business Centre's past surveys, managers are generally more optimistic than labour leaders about the future of labour-management relations. They are more likely to say relations will improve, and less likely to say they will worsen. However, both managers and labour leaders are more *pessimistic* in their outlook than they were two years ago (see Chart 4):

- In 2000, 24 per cent of private sector managers and 36 per cent of private sector labour leaders felt that industry level labour-management relations would worsen over the com-

Chart 4

Percentage of Managers and Labour Leaders Saying Labour-Management Reations "Will Worsen Over the Next Two Years, 2000 and 2002"



ing two years. The *Viewpoints 2002* survey shows that the percentages with these negative outlooks have increased to 28 per cent and 57 per cent respectively. Similarly, the percentage seeing improved relations ahead has declined, from 35 to 25 per cent among private sector managers, and from 31 to 18 per cent among labour leaders.

- Increased pessimism is even more apparent in the public sector. In 2000, 36 per cent of labour leaders expected a worsening of labour-management relations over the coming two years. In this year's survey, over one half (60 per cent) of public sector labour leaders held this view. On the other hand, the share of public sector labour leaders with an optimistic outlook declined, from 21 per cent in 2000 to just 10 per cent in 2002.

- Growing pessimism is also evident among public sector managers. The percentage expecting labour-management relations to worsen has increased from 28 per cent in 2000 to 42 per cent in 2002.

It is also notable that for the first time since the Centre introduced the *Viewpoint* survey, the proportion of managers—in both the private and public sectors—with a pessimistic outlook has exceeded the proportion with an optimistic outlook. For the first time, managers are more likely to say relations will worsen than they are to say that they will improve.

Impact of Labour-Management Relations on Workplace Performance

The importance of good labour-management relations is evident in its association with workplace performance and the well-being of employees. In the survey, managers and labour leaders were asked how 12 key measures of workplace performance—including productivity, recruitment, retention, injuries and worker motivation—had changed over the past two years. In virtually every performance measure, and among managers and labour leaders alike, those who said labour-management relations had improved over the past two years were more likely to say performance had increased.

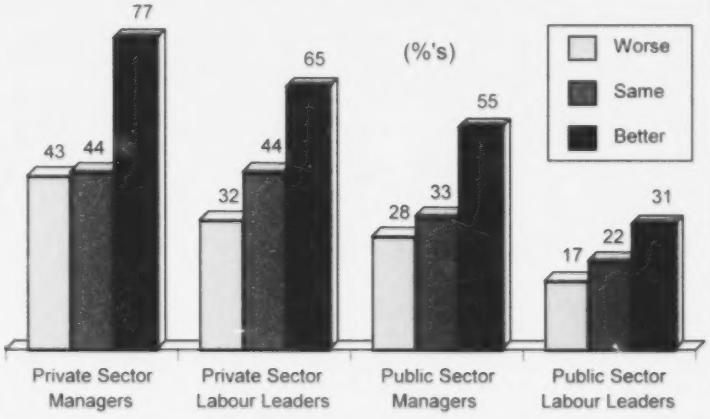
Among private sector managers who claimed that labour-management relations in their workplace are better now than two years ago, 77 per cent believed there were improvements in productivity (see Chart 5). In contrast, among private sector managers who felt that labour management relations were worse than they were two years ago, only 43 per cent felt workplace productivity increased. In the case of private sector labour leaders, those saying labour-management relations were better were twice as likely to cite improvements in productivity than those who said relations were worse.

In contrast, managers saying relations improved were very unlikely to report worsening productivity (4.0 per cent).

While labour and management may disagree on the current state of labour-management relations, they do agree that when relations improve, so too does workplace performance. It must be acknowledged that the *Viewpoints* data does not demonstrate causality between improving labour-management relations and workplace performance. Indeed, it is likely that in some instances, improved workplace performance contributes to better labour-management relations. But irrespective of the direction of causality, the important observation is that superior performance was not associated with deteriorating labour-management relations.

Chart 5

Percentage of Managers and Labour Leaders Saying "Productivity Improved Over the Past Two Years," by Change in Labour-Management Relations



Managers and labour leaders who feel labour-management relations are better than they were two years ago are far more likely to say productivity in the workplace has improved.

Consider the Following Examples:

- Among private sector managers who reported better labour-management relations, 63 per cent said their ability to attract employees had improved.
- When public sector managers reported improved relations with labour, they were far more likely to say that their ability to retain employees had increased (45 per cent).
- When private sector labour leaders reported improved relations in the workplaces where their members are employed, they were six times more likely than those reporting worsened relations to say that workplace injuries had decreased (45 per cent compared with 7.0 per cent).
- Among public sector labour leaders who felt relations had improved, 31 per cent said there had been an improvement in the motivation of the workers they represent. Among those who said relations had worsened, only 2.0 per cent felt motivation had improved.

In addition to measures of productivity, recruitment, retention, injuries and worker motivation, the survey also examined absenteeism, stress levels, worker morale, work-family pressures, working relationships, environmental safety and workplace violence. In each of these areas, business and labour leaders who said labour-management relations had improved were more likely to report improved performance.

Implications

The *Viewpoints 2002* survey suggests a worsening labour-management relationship in the next two years, particularly within Canada's public sector. Given the challenges of an aging workforce and a looming skills shortage, efforts to improve productivity, or to retain and attract skilled workers will not be helped by a fractious industrial relations environment.

Now Available

The final report of the 2000–2001 HRDC National Survey on Innovation and Change in Labour Organizations in Canada is now available on the Workplace Information Directorate Web site at

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>.

EXPIRY AND SETTLEMENT MONTHS OF COLLECTIVE AGREEMENTS IN CANADA

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Introduction

In the bargaining process, the month a collective agreement expires can have an impact on one's power of negotiation at the next bargaining session. During the bargaining process, employers generally try to obtain an expiry date that will allow them to calculate the additional costs of the next agreement and to plan these costs into their operating expenses, new prices, etc. For example, in the hotel industry, it is important for an employer to be aware of the labour costs before preparing a large-scale advertising campaign for the high season. As for the unions, they will try to negotiate an expiry date allowing them greater bargaining power during periods when the employer is in need of labour or is unable to handle delays. The use of bargaining power is most effective when it is related to the product market or the labour market. Each party at the bargaining table tries to negotiate a collective agreement expiry date that will provide it with the best strategic bargaining power at the next round of negotiations.

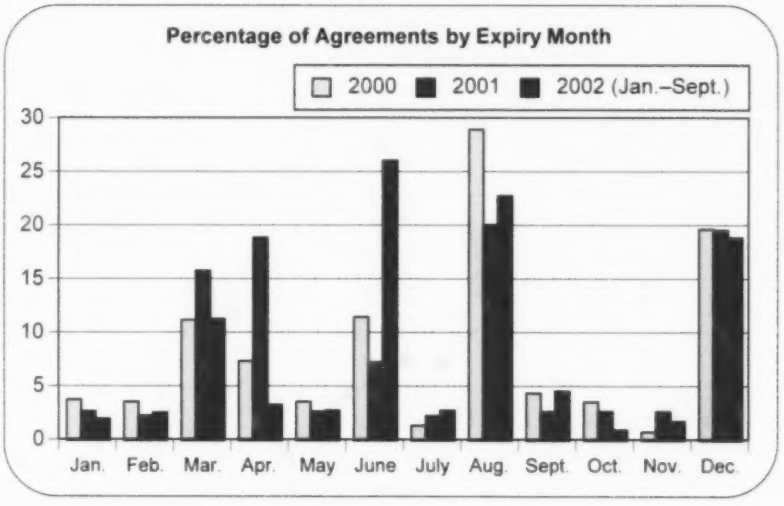
Data for the Years 2000, 2001 and the First Nine Months of 2002

Expiry Months of Collective Agreements

Year 2000

During the year 2000, for all industry sectors, four months stand out due to the high percentage of collective agreements expiring in that year. The months of August, December, June and March account for 71.4 per cent of the 365 collective agreements expiring in 2000. Of these agreements, 29.0 per cent expired in August, 19.7 per cent in December, 11.5 per cent in June and 11.2 per cent in March. In addition, these four months represent 67.6 per cent of the employees affected by the expiry of the collective agreements in 2000. In comparison, the average percentage of collective agreements expiring during the other months of 2000 is 3.6 per cent and the average proportion of employees affected by these agreements is 4.1 per cent.

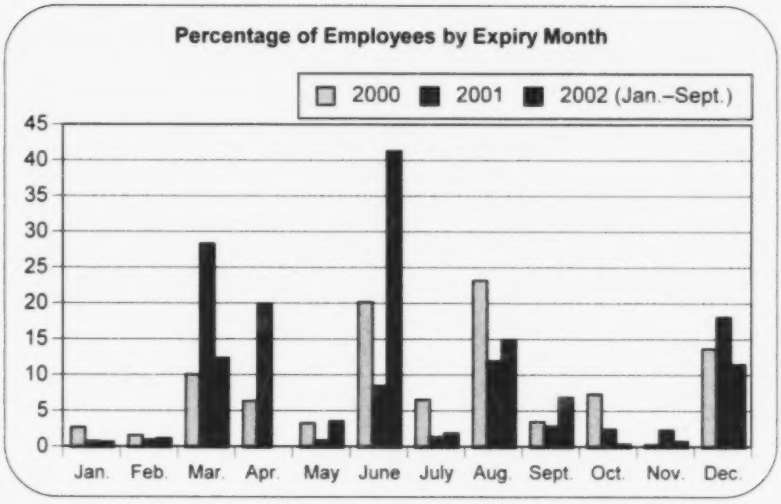
Education, health and social services, manufacturing, public administration and transportation industries are in great part responsible for the high volume of collective agreements expiring during the months of March, June, August and December. Out of the 161 agreements in the education, health and social services sector, 62.7 per cent expired in August, 12.4 per cent in June, 9.3 per cent in March and 8.1 per cent in December. Of the 56 agreements expiring in the manufacturing sector, 19.6 per cent were in June and 17.9 per cent in December. In public administration, 34.0 per cent of the 47 agreements expired in December and 21.3 per cent in March. Finally, 52.8 per cent of the 36 collective agreements in the transportation industry expired in December.



Year 2001

The months of August, December, April, and March stand out because of the high percentage of collective agreements expiring during these months. These months represent approximately three-quarters (74.4 per cent) of the 438 collective agreements expiring in 2001. Of the collective agreements expiring in 2001, 20.1 per cent were in August, 19.6 per cent in December, 18.9 per cent in April and 15.8 per cent in March. Furthermore, these same months included 78.6 per cent of the employees affected by the expiry of the collective agreements in 2001. The average percentage of collective agreements expiring during the other months of the year and the average proportion of employees covered by these agreements is 3.2 per cent and 2.7 per cent respectively.

The high volume of agreements expiring during these months can be attributed to collective agreements expiring in the education, health and social services, construction, manufacturing and public administration sectors. Out of the total 178 agreements expiring in the education, health and social services industries, 43.3 per cent expired in August, 21.3 per cent in March and 16.3 per cent in December. Of the 66 agreements expiring in the construction industry, 89.4 per cent were in April. In the manufacturing sector, 56 agreements expired during the year. From this number, 23.2 per cent expired in April and 17.9 per cent expired in December. Finally, in public administration, among the 57 agreements expiring in 2001, 52.6 per cent expired in December and 21.1 per cent in March.



Year 2002 (January to September)

The months of June, August, December and March have had greater activity than others in 2002. Of the collective agreements in all industries, 26.1 per cent expired in June, 22.8 per cent in August, 18.9 per cent in December and 11.3 per cent in March. These four months correspond to 79.1 per cent of the 391 collective agreements expiring in 2002 and cover 80.5 per cent of the 864 540 employees. The average percentage of collective agreements expiring during the other months of the year and the average proportion of employees covered is 2.6 per cent and 2.4 per cent respectively.

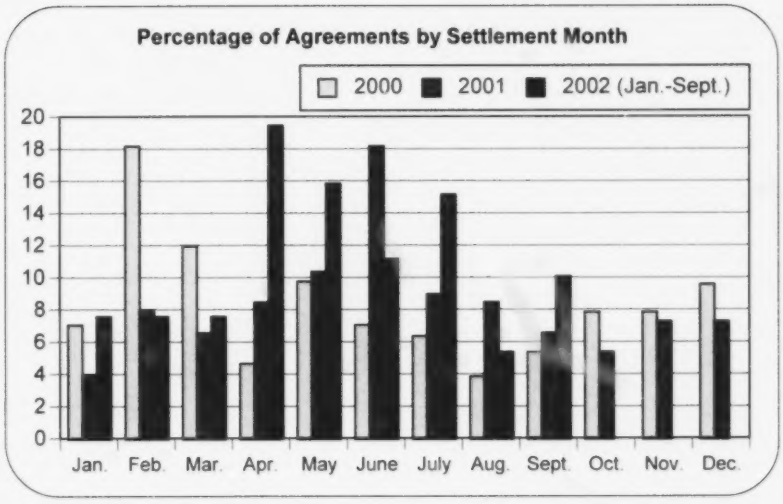
Once again, the education, health and social services sectors and the public administration sector are responsible for the high percentages in these four months. In fact, out of the 210 collective agreements expiring during the first nine months of 2002 in the education, health and social services industries, 40.5 per cent expired in August, 38.6 per cent in June, and 12.9 per cent in March. In addition, 67.8 per cent of the 59 agreements expiring during the first nine months of 2002 in the public administration sector were in December.

Settlement Months of Collective Agreements

Year 2000

The months of February, March, May and December stand out because of the high number of collective agreements in all industries ratified during those months in 2000. Out of the 407 collective agreements ratified during the year, 202 agreements (49.6 per cent) were settled during these four months. The percentage distribution of the ratified agreements is the following: 18.2 per cent in February, 12.0 per cent in March, 9.8 per cent in May and 9.6 per cent in December. These agreements also covered 51.3 per cent of the total employees ratifying agreements during the year. Moreover, the average percentage of collective agree-

ments ratified during the other months of 2000 and the average proportion of employees covered by these ratifications is 6.3 per cent and 6.1 per cent respectively.

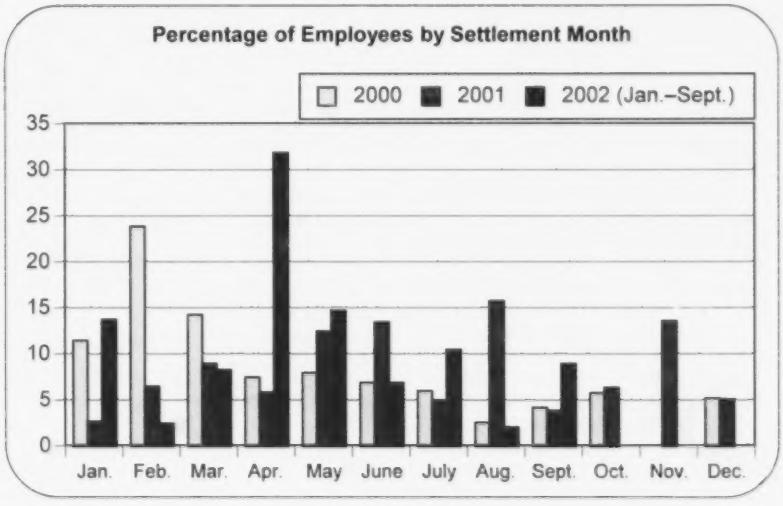


The main reason for the large number of collective agreements ratified in these four months is due to the high number of agreements in the education, health and social services industries and in the public administration sector. Out of the 202 agreements ratified in the education, health and social services sector, 113 or 55.9 per cent were ratified during these four months. Of these 202 agreements 28.2 per cent were ratified in February, 11.4 per cent in December, 8.9 per cent in March and 7.4 per cent in May. Furthermore, 22.9 per cent of the 70 agreements ratified in the public administration sector were settled in March and 11.4 per cent in May.

Year 2001

For all industry sectors, an increase in the number of collective agreements ratified can be seen during the months of May, June and July. Of these agreements, 18.2 per cent were ratified in June, 10.4 per cent in May and 9.0 per cent in July. These three months represent 37.6 per cent of the collective agreements ratified in 2001 (159 of the 423) as well as 31.0 per cent of the employees (305,850 of the 983,380) covered by these collective agreements. The average percentage of collective agreements ratified during the other months of the year and the average proportion of employees covered by these agreements is 6.9 per cent and 7.7 per cent respectively.

The education, health and social services sector as well as the construction and public administration sectors are in large part responsible for the high number of agreements ratified in May, June and July. During this period, in the education, health and social services industries, 19.4 per cent of the 170 collective agreements ratified were reached in June and 8.8 per cent in May. Moreover, of the 64 collective agreements ratified in the construction industry, 26.6 per cent were in June, 20.3 per cent in May and 15.6 per cent in July. Also, 63 collective agreements were ratified in the public administration sector in 2001. From this number, 19.0 per cent were ratified in July, 12.7 per cent in June and 9.5 per cent in May. These industrial sectors include 74.8 per cent of the 159 collective agreements ratified during the months of May, June and July 2001.



Year 2002 (January to September)

By analysing the data of the first nine months of 2002, for collective agreements in all industries, April is the most popular month with 19.5 per cent of the agreements ratified, followed by the months of May, with 15.9 per cent, July with 15.2 per cent and June with 11.2 per cent. This breakdown shows that these months represent 61.8 per cent of the 277 agreements ratified during the first nine months of 2002 and 64.2 per cent of the 841 265 employees covered by the ratification of these collective agreements. The average percentage of collective agreements ratified and the average proportion of employees covered by these agreements for the other five months are 7.7 per cent and 7.1 per cent respectively.

From the 171 collective agreements ratified during the four months, 142 were in the education, health and social services, public administration, manufacturing, and construction sectors. In terms of percentage, this represents 83.0 per cent of the collective agreements ratified during those months. In the education, health and social services industries, out of the 136 collective agreements ratified during the period, 27.2 per cent were ratified in the month of April, 21.3 per cent in May and 10.3 per cent in June. In addition, while 40 collective agreements were ratified in the public administration sector, 25.0 per cent were in July, 17.5 per cent in April, 12.5 per cent in May and 10.0 per cent in June. The 32 settlements in the manufacturing sector were distributed as follows: 18.8 per cent in June, 15.6 per cent in July and 12.5 per cent in May. Finally, in the construction industry, the 10 collective agreement ratifications reached during the first nine months of 2002 were in the month of July.

Workplace Information

Information sur les milieux de travail

TRENDS IN FEDERALLY REGULATED INDUSTRIAL SECTORS

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This article presents the significant trends and events, which occurred in 2001 in federally regulated industries that are covered by the Canada Labour Code and the Employment Equity Act. It is important to note that within these industries, industrial consolidation and concentration activities have had an impact on the dynamics of labour market and the workplace.

Employers in the federally regulated industrial sectors are influenced by the economic environment in which they operate. Hiring, promotion and termination activities often respond to movements in the business cycle, general levels of inflation, unemployment, and business expectations. The business climate provides a background perspective to the labour force.

Introduction

In an otherwise stable year, two negative events marked 2001: the recession that started in late 2000 and continued through 2001, and the violent attacks that involved air travel which caused major harm to key North American industries. Despite these factors, the health of the Canadian economy remained relatively solid compared to previous years.

In 2001, the unemployment rate was near a 25-year low, while the inflation rate remained well below the average of the Group of eight countries over the past five years. The level of trade was at an all-time high, as Canada was the most open of the G8, and Canadian businesses relied on trade for jobs and growth more than those in any other industrialized nation. The Canadian dollar remained steady in 2001, as the Canadian economy outperformed the United States of America on many fronts.

Canada was also cited as the best place to live in 2001 (the United Nations *Human Development Index*), the country with a highly educated workforce (the highest rate of university enrolment in the world), and the most wired nation in the world with very high Internet usage rates.

Despite the obvious advantages as a world economic leader, Canada was not competing at full potential, because it was not attracting enough foreign investment, and was not utilizing and retaining its highly qualified human resources. Faced with the declared need for one million skilled individuals over the next few years, Canada is at the same time losing over 40,000 skilled Canadians who leave every year.

In addition, the absence of mergers of businesses in Canada was seen as having implications, ranging from the positive (more companies equals more competition and more jobs) to the negative (more employers equals less industry efficiency). The other implication is the erosion of economic sovereignty, as Canadian firms invested in the United States when they could not acquire other entities within Canada, to the point that the United States operations became bigger than the Canadian ones. Management jobs will migrate south and eventually the Canadian component will be run as a subsidiary of the American network.

For example, Nortel's headquarters are in Brampton, Ontario, but most of the executive activity is in Dallas. After a wave of takeovers, only a few big Canadian energy companies remain—among them, Petro-Canada, Talisman, and Alberta Energy. In 2001, most retailing became largely American. Home Depot, Sears Canada and Wal-Mart now dominate the market, while Canadian Hudson's Bay, owner of Zeller's, has a limited share of the market. All the automakers are American-owned, so are big portions of the forestry and mining industries. The telecommunications industry was lobbying to do the same. All the top phone companies, including BCE pushed to remove foreign ownership rules.

industrial consolidation and concentration activities have had an impact on the dynamics of labour market and the workplace.

Canada's industrial landscape has undergone a makeover over the past two decades, as traditional industries such as resources, construction and the public sector have given up ground to service industries. The resource sector which accounted for 17.0 per cent of the economy in 1985, dropped to 14.0 per cent in 2001. It included oil and gas, agriculture, forestry, fishing and logging, and resource-based manufacturing. This sector is expected to slip further to 13.0 per cent by 2010. In its place, new industries are steadily growing, and they include communications and electrical equipment, office and business machines, communications, energy, wire and cable, scientific equipment, telecommunications—broadcasting and carrier—and computers and software.

Canada's information technology is expected to be the dominant force in the economy over the coming decade. The economy is expected to be less resource-based in 2010, more wired, and more service-driven than ever before. The information technology sector would reach 13.0 per cent of the gross domestic product in 2010 from 4.0 per cent in 1985, effectively closing the gap with the resource sector. In the period 1997–2000, a dramatic increase in demand for computer equipment, software, communications equipment and fibre optics meant that these industries have grown 17.0 per cent annually. The rapid evolution of the Internet and e-commerce added to the momentum.

Banking

Canadian banks were already operating in a new world economy in 2001. The Internet, the integration of financial markets in the European Union, and the push toward harmonized regulation through institutions such as the Bank for International Settlements in Switzerland and through trade agreements such as the World Trade Organization are all helping to create a new global financial system. National barriers to financial services have disappeared, throwing open the doors to foreign competition in Canada as well as preparing Canadian institutions for competition abroad.

Banks were priming for another round of attempted mergers as legislation setting out rules for mergers was passed in June 2001. The failed banking mergers proposed in 1998 lacked federal government support, but the new legislation made the terrain more favourable. Canada's small number of major financial institutions will likely get smaller after the legislative reforms are put in place and more consolidation of the sector is inevitable. There will be fewer but bigger banks domestically and their size will be adequate to compete in the global market. Banks will also concentrate on efforts to expand in the United States.

New Financial Services Legislation

On June 13, 2001, the federal government introduced legislation to reform the financial services sector and it contained a merger review process. Under the legislation, which took effect in October 2001, financial institutions and insurance companies and securities dealers can join the payments system. They will be able to offer services such as deposit accounts, normally the purview of banks.

Retail stores and money market mutual funds could also join in, provided they meet certain criteria. This will help small institutions start and take root in communities deemed too small for service by larger banks. Credit unions are allowed to create a national service entity to give this fragmented movement a national presence, and help small institutions providing community service to remain viable.

National barriers to financial services have disappeared, throwing open the doors to foreign competition in Canada as well as preparing Canadian institutions for competition abroad.

Steps were taken to ease entry of foreign financial institutions and to allow the ones that are already here to expand the services they offer. Previously, Canadian law gave foreign banks the option to choose whether they wanted to be a regulated or unregulated institution. They could not choose to split their activities into separate businesses and do both, now they can. One arm of a foreign institution could choose to be subject to Canadian regulation and offer all the same services as a bank, including accepting deposits. Another arm could choose to remain unregulated and offer restricted services, such as credit cards. The restriction has also been removed on the number of banks a foreign financial service conglomerate can operate in Canada. The limit used to be one; now they can set up any number. The same holds true for Canadian financial conglomerates.

One major area that foreign financial institutions remain at a disadvantage compared with Canadian banks is taking small retail deposits. They can do this only if they set up a wholly owned sub-

sidiary in Canada, subject to Canadian banking regulation. ING Bank of Canada has followed this route, offering Internet banking through ING Direct.

Merger review guidelines appear in a policy statement that accompanies the new legislation. The mergers will be subject to a *Public Interest Impact Assessment* to which all merger proposals will be subject, in addition to scrutiny by the Competition Bureau, the Office of the Superintendent of Financial Institutions and the Department of Finance Canada. The Impact Assessment calls for public hearings by the Senate Banking Committee and the House of Commons Finance Committee.

The new legislation promised to set up a *Financial Consumer Agency of Canada*. The agency will enforce consumer-related provisions of the legislation, monitor the industry's self-regulatory codes and be involved in consumer education. The legislation also created a national financial services ombudsman position.

Banks want to merge to compete internationally ... and to be able to spread rising technology and other costs over a wider customer base

Bankers welcomed the legislation as indication that mergers were now acceptable. The legislation's strong message is that banks should consult with the federal government and not to go it alone like they did during the failed mergers in 1998.

Banks wanted more elaboration of the guidelines and the mechanism to complete an *Impact Assessment*. They complained that the policy statements and the legislation failed to provide enough clarity on key aspects of the merger review process. They were concerned about the length of time it would take to permit mergers and to make them go through; and whether a lengthy delay would damage Canadian banks' prospects and further diminish their stature in international financial services. Measured by assets, they have slipped well down in world rankings in the past decade or two. Royal Bank, the biggest player in Canada, now ranks no higher than 55.

Banks want to merge to compete internationally, especially in the United States, and to be able to spread rising technology and other costs over a wider customer base. They viewed mergers as essential to rationalise their operations as they continued to consolidate activities in 2001. Canadian Imperial Bank of Commerce announced plans to cut 2,000 jobs and sell off $1 billion of unwanted loans and credit commitments.

Research in 2001 found that Canadian banks were already large and that achieving larger economies of scale may no longer be valid. Besides, there would be a disadvantage as mergers lead to branch closures, job losses, and higher prices for customers, and eventually a less competitive environment. Some analysts believe that getting too big was not a healthy thing, citing the example of the Japanese giant Mitsubishi before it collapsed. An alternative was the development of market niches that would allow banks to perform at a world level, including electronic banking. Toronto-Dominion was able to put banking kiosks under its own name in United States outlets of retailing giant Wal-Mart stores.

While Canadian banks were still immune to foreign takeover, they feared that the inability to merge would cause an exodus of capital to the United States to merge with American based financial institutions. Domestic mergers were seen as vehicles to keep the money within Canada.

More consolidation, merger plans and foreign investments occurred in the industry in 2001. Toronto-Dominion and Canada Trust finished their merger activities of 746 retail branches, the last step in the $7.8 billion acquisition of Canada Trust in 2000. Using the successful merger of Toronto-Dominion/Canada Trust as a measuring yardstick, the federal government required that companies going into merger activities should sell assets, including branches, full brokerage offices and investment dealers.

The Royal Bank was the largest player in 2001. In June, it announced the sale of Royal Trust Capital Management Inc. for about $350 million to UPS AG, a Swiss financial services company. Royal Trust is a pension fund manager that managed $31.5 billion in assets and had 100 employees, and is the largest of its kind in Canada with 700 institutional clients, such as Air Canada and Alcan Inc.

Royal Bank of Canada expanded into branch banking in the United States in a bid to add to its United States operations. It purchased Centura Banks Inc. of Rocky Mount, North Carolina, for $2.3 billion, and Wachovia Corporation branches in North and South Carolina and Virginia for $150 million. In September 2001, Royal Bank of Canada made its fifth United States acquisition in two years, buying brokerage Tucker Anthony Sutro Corporation for US$635 million, bringing its total tab so far to $4.7 billion. Royal Bank of Canada was also explor-

ing the purchase of a 139-branch network ($4.5 billion in deposits) in Florida with a market value of between $450 million and $750 million.

Other banks were also involved in investments south of the border. In November 2001, Bank of Montreal purchased CSFB Direct, a United States discount broker for $830 million. Canadian Imperial Bank of Commerce also acquired the Canadian retail brokerage and asset management operations of Merrill Lynch and Co. Inc. of New York at a cost of almost $900 million. Bank of Montreal and National Bank of Canada already had presence through their United States units.

Communications

If mergers were the talk of the town on Bay Street, "convergence" was the hot word in the communications sector. The federal government started reviewing the structure and mandate of the Canadian Radio-television and Telecommunications Commission (CRTC) to come to terms with the converging world of information. Despite the increase in mergers among broadcasters, Internet interests, publishers and telecommunications companies, the issue is how these businesses were going to add value in the public interest as well as in their own interests.

The CRTC held hearings in the spring over applications by the CTV (BCE) and CanWest networks to renew their individual station and group licences. This was the first major licence review handled by the CRTC since the big consolidation and cross-media takeovers took place. A key issue for the industry in 2001 was the impact of these changes on autonomy and editorial independence between the applicants' broadcast and print media interests. Canadian content was another issue.

In May 2001, Quebecor looked at a new ownership structure for Sun Media Corporation, publisher of the Sun newspaper chain, which would see its minority partners increase their stake in the country's second-largest newspaper chain. Quebecor owned 70.0 per cent of Sun Media, while three minority partners owned 30.0 per cent. Quebecor's refinancing effort came one year after its $5.4-billion takeover of cable television and broadcasting Groupe Videotron Ltée. Quebecor was carrying a $7.3-billion debt and was negotiating refinancing with banks. Videotron will be folded into a new subsidiary, Quebecor Media Inc., along with existing Quebecor units, including Sun Media and the Canoe Internet portal. In 2001, Quebecor owned 54.0 per cent of the Quebecor Media, while the Caisse de Placement du Québec held a 46.0 per cent stake. Videotron is the cornerstone of Quebecor's plan to build a multimedia giant that would combine cable, Internet, newspapers, magazines, book and CD retailing and television broadcasting, among others.

the issue is how these businesses were going to add value in the public interest as well as in their own interests

Quebecor told the CRTC that its takeover of Videotron would strengthen French culture and language in North America. It argued that faced with stiff competition from the emerging media empire under BCE Inc., smaller Quebec media assets stand a better chance of survival if they unite on a single platform, and Quebecor would benefit from convergence. The CRTC reviewed Quebecor's acquisitions in order to establish that the Caisse de placement's role as a major investor did not extend to possibly having or taking effective control. The Caisse has right of first refusal on any sale of Quebecor Media assets or the participation of new investors. The CRTC also had made it a condition of Quebecor's acquisition of TVA that it sells its 86.0 per cent stake in Télévision Quatre Saisons (TQS), which it acquired in 1997 for $34 million.

In September 2001, Cogeco Inc., another Quebec player, teamed up with Bell Globemedia, a BCE subsidiary, to acquire TQS from Quebecor for $74 million. Cogeco would hold 60.0 per cent of TQS, while Bell Globemedia would hold the remaining 40.0 per cent. This would allow Bell Globemedia to reach francophones in Quebec, more than double Cogeco's presence in broadcasting, and allow Quebecor to go ahead with its own convergence plans for the rival TVA network.

In April 2001, CanWest Global Communications Inc., a Winnipeg-based broadcasting and newspaper company, sold interests in Montréal's CFCF television station to CTV Inc. for $90 million. This met the CRTC's request following the company's acquisition of eight television stations from defunct WIC Communications Limited. CanWest also sold Toronto's ROBtv for $30 million to Thomson Canada Limited. When CanWest bought ROBtv through another transaction, the CRTC required the company to resolve the impact of holding interests in two competing entities, the Post and ROBtv's partner, The Globe and Mail. CanWest also

announced that Financial Post Television, a new digital specialty channel, would be launched in late 2001.

Despite its $4.1-billion debt, CanWest expressed interest in July 2001 in media properties of CHUM Ltd., if they were to come on the market. CanWest continued to trim expenses through several options, including centralising activities in Winnipeg, freezing hiring in the Southam newspaper chain, and redesigning 13 newspapers. CanWest also worked closely with Hollinger Inc. on a series of measures to improve the cost structure of the *National Post*, which they jointly own. In November 2000, CanWest acquired most of Hollinger Inc.'s Canadian newspaper assets, including a 50.0 per cent interest in *National Post*. In August 2001, CanWest bought Hollinger's remaining 50.0 per cent interest in the *National Post*. The Hollinger Group is owned by Ravelston of Toronto, a holding company owned 64.4 per cent by Conrad Black. CanWest also planned to acquire *Saturday Night* magazine, the *National Post Business* magazine, and *National Post Online*.

In July 2001, the Sifton family acquired the bulk of Hollinger Inc. Group's remaining Ontario newspapers for $220 million. The 28 publications include the *Kingston Whig-Standard*, the *Sudbury Star* and the *Sault Star*. Despite the sale of the bulk of its Canadian assets, the Hollinger Group continued to own a long list of publications in Canada, principally in Ontario and British Columbia. After divesting extensive newspaper holdings in the United States and Canada in 2000, Thomson Corporation still had for sale two newspapers in Manitoba, *The Winnipeg Free Press* and the *Brandon Sun*.

Torstar, publisher of five daily newspapers including the *Toronto Star*, was another major player in 2001. It considered convergence opportunities with its competitors and potential partnership with communications companies, including cable television and satellite television providers. In May, Torstar filed an application with the CRTC to launch three television channels in southern Ontario. Torstar promised to hire 300 people and to spend $75 million on local programming over the proposed seven-year licence term. Other companies showed interest also in obtaining licences to operate stations in southern Ontario, such as CTV, Rogers Communications Inc., Quebecor Inc., and Craig Broadcasting Systems Inc.

Torstar also said that its strategy was not to be integrated into other bigger entities when considering convergence options. In March, CBC was looking into partnership with Torstar to diversify its media base similar to other big players in the industry. The CBC received about $800 million in federal government funding in 2001.

In June 2001, the CRTC allowed cable companies to own specialty television channels and pay-per-view services. This was viewed as sparking further media consolidation and ended months of debate between cable operators and broadcasters over the industry's future ownership. For cable companies, the decision eliminated a major barrier to cross-media convergence, allowing them to move into broadcasting. Major cable distributors such as Rogers Communications Inc. of Toronto and Shaw Communications Inc. of Calgary were enabled to make broadcasting takeovers. The potential targets of takeover attempts control most of the country's successful channels. These companies include Chum Ltd. and Alliance Atlantis Communications Inc., both of Toronto, and Astral Media Inc. of Montréal.

Rogers, a cable, wireless, and media-company has been pursuing full ownership of Sports Net from CTV as a complement to its recent purchase of the Toronto Blue Jays baseball team. Rogers applied to the CRTC for licences to start four additional digital television channels, after launching three digital services in September 2001. The CRTC announced it would hold public hearings to consider multiple broadcasting applications. Also, Corus Entertainment, owned by the Shaw family, had plans to grow by increasing its control of three specialty channels.

Telecommunications

Dynamic events continued in the Canadian telecommunications industry in 2001, leaving companies with huge losses and giving way to major realignments of the sector. The collapse of the dot-com market was preceded by signs of weakened stock prices. Nortel Networks Corporation, one of the world's largest telecom-equipment makers, also experienced plummeting profits and stock prices, as did Lucent Technolcgies, Cisco Systems and Motorola. In October 2001, Nortel Networks shed another 19,500 jobs

The activities in the sector did not measure up to the expectations that telecommunications will be the wave that Canada would ride into the 21st century.

world-wide on top of the 30,000 layoffs already announced.

Telecom companies also suffered in 2001 as profits in long distance calls were squeezed even tighter. Local telephone-access services were flat, although money was being made in value-added services such as voice messaging. AT&T Canada Enterprises which sold its residential long-distance services to Primus Telecommunications Group in 2000, showed losses in 2001. Call-Net Enterprises (owner of Sprint Canada) and Telus Corporation also sustained major losses in the same year. Local competitors Cannect Communications Inc., C1 Communications Inc. and Axxent Inc., went under, and wireless broadband carrier MaxLink Communications declared bankruptcy. Despite the promise of convergence and highspeed net access, Rogers Communications also lost $104 million.

While the long distance market continued its downward spiral and local services flattened, the wireless and Internet markets and high-speed data network markets grew. BCE posted healthy profits in 2001 and BCE Emergis, its e-commerce unit, almost doubled its revenues compared to 2000.

The activities in the sector did not measure up to the expectations that telecommunications will be the wave that Canada would ride into the 21st century. It was not just the dot-coms who were hurt. In the absence of investment money, companies striving to build Internet and wireless infrastructure to provide for new capacity ended up increasing their debts. Service providers made major investments in 2000 and 2001 in preparation for future demand, building infrastructures as manufacturers lined up to receive the service. Nevertheless, the local exchange carriers could not match both sides because they could not raise enough investment funds. Telecom companies invested more than they earned in 2000, because they continuously needed to invest in new network technologies—particularly wireless and optica—if they were to increase revenue and compete.

In positive developments in 2001, there were opportunities for internet provider telephony and for vendors of equipment. Despite the dot-com situation, there was an explosion in Internet and mobility for telecom companies, to the extent that a federal government report recommended having high-speed access to every home by the end of 2003. Telephone companies were focusing on optical networks,third generation wireless (networks to provide mobile high-speed access at three-time dialup speed), and a shift from circuit to packet switching.

Foreign ownership laws of telecommunication companies were expected to relax to open the way for greater foreign investment in Canadian media and telecommunications outlets. In 2001, Bell Canada was 20.0 per cent owned by SBC Communications, a United States company, Microcell was 15.0 per cent owned by Deutsche Telekom, and Telus was 22.0 per cent owned by Verizon Wireless. In July, AT&T, a United States company, purchased a large stake in Rogers Wireless for US$380 million, from a British shareholder, BT PLC.

Transportation

Air Transportation

The international air transport industry was doubly hit in 2001: by a slowing economy that started in 2000, and by the September 11 attacks that involved civil airlines. The psychological impact of the violent events was swift. The World Travel and Tourism Council projected that the long-term economic impact of the attacks would result in a loss of 26.4 million jobs around the globe in the slumping travel industry. The sector employed 210 million people around the world in airlines, hotels, and credit card companies. However, by December 2001, the gloom was adjusted by positive expectations that no such dramatic declines in air travel would occur in 2002, and that fears would eventually disappear, especially in Canada where people rely on air travel to move through the country.

The international air transport industry was doubly hit in 2001: by a slowing economy that started in 2000, and by the September 11 attacks that involved civil airlines.

Prior to 2001, Air Canada was expected to become a strong and healthy carrier through the acquisition of Canadian Airlines in 1999. However, merger challenges, a slowing economy and high fuel prices stood in the way and its market share dropped to 65.0 per cent in July 2001 from 77.0 per cent in August 1999. To improve efficiency, Air Canada reduced capacity in the regional markets by about 7.0 per cent in 2000 and by 13.0 per cent in 2001. It eliminated several routes and served temporary layoff notices to 1,280 employees. The void was not completely filled by competitors, as the big centres were the focus of the competition and not the regional markets. At the same time, Air Canada urged employees to voluntarily reduce their hours or take a leave of absence to help the airline

cope with the economic slowdown. The company outlined a plan in June 2001 to boost revenues and cut costs by $1 billion within eight months.

After September 11, 2001, Air Canada announced plans to cut 9,000 jobs of its 40,000 workforce, and to ground 84 planes. The planned cuts came on top of the 7,500 announced by the airline over the previous 12 months; however, only 6,000 jobs were expected to be lost following agreements with the unions. For example, of the 720 planned cuts in the number of pilots, the pilots union rejected the idea based on a job security clause preventing involuntary layoffs. A deal in December saved 170 pilot jobs through worksharing, an early retirement program and other measures.

Similar agreements were signed with the other unions at Air Canada that saved 3,074 jobs in flight attendance, customer sales, and service agents, mechanists and finance agents. The company reached agreement with the Canadian Auto Workers union in November to cancel 1,281 layoffs planned for that union. An earlier agreement with the Canadian Union of Public Employees saved 543 jobs. Third party contracts to provide technical services for other airlines saved 1,080 jobs among the International Association of Machinists and Aerospace Workers. The Canadian Auto Workers union agreed to work with the airline to cut about 1,500 jobs, despite the provision against layoffs until March 2004. Air Canada has separate collective agreements with most of its unions, guaranteeing job security until 2004. It was also committed as part of its acquisition of Canadian Airlines, not to lay off workers involuntarily until March 2002.

Other Canadian companies suffered also. Air Transat announced 1,300 layoffs after its bookings fell 50.0 per cent in the weeks after September 11. The company employed 4,500 people in Canada and another 1,000 in France. Canada 3000 went bankrupt in November 2001, but investors were interested in salvaging what remained to start a new airline. These developments allowed Air Canada's share of air travel to increase to 80.0 per cent in December from 65.0 per cent in July.

In the United States, the largest carriers, American Airlines, United Airlines, Delta Airlines and Northwest Airlines, announced plans to reduce workforces by as much as 100,000 employees, and cut schedules by as much as 20.0 per cent to 40.0 per cent. The figures were the worst since the end of the Second World War. In previous economic slowdowns, airlines normally scaled back operations by 1.0 per cent or 2.0 per cent, but never by 20.0 per cent.

In Europe, British Airways announced job cuts, a reduction in capacity, grounding of surplus aircraft, and an end to advertising. Lufthansa froze plans to buy new jumbo jets and stopped hiring workers, and Air France froze hiring and took 17 planes out of service. Virgin Group reduced its staff by 1,200 jobs and cut flights, while Swissair declared bankruptcy.

The United States airline companies received US$15.0 billion in emergency benefits packages while Air Canada received some help as the impact was not as severe as that in the United States. In Canada, the department of Transport announced plans to revamp its policy towards the air industry, calling for industrial restructuring so that problems with airline capacity and airline finances do not recur every few years. The department introduced legislation in October 2001 to make it easier for the airlines to attract new investment. The government also considered amendments to the *Competition Act* that could make an airline subject to fines of more than $10 million if it were found to have acted to drive a competitor out of business. The amendments would give the Commissioner of Competition the authority to issue a cease-and-desist order to prevent what it considers to be predatory behaviour. Air Canada argued that such amendments would restrict its ability to respond to the changing business world. Companies will be required to run their initiatives past federal regulators to ensure they do not violate competition laws.

Rail Transportation

A 15-month freeze on North American rail mergers ended in June 2001, paving the way for deals that would redraw North America's railway map. In Canada, Canadian National Railways and CP Rail were expected to be merger candidates but they would have to wait as the four major United States lines—Union Pacific Corporation, Burlington Northern Santa Fe Corporation, Norfolk Southern Corporation and CSX Corporation—reconfigure as two transcontinental rail companies. The United States mergers will take three years to complete, at which time Canadian rail companies would be ready to join in.

The Railway Association of Canada ... estimated that 44.0 per cent of goods exported to the United States went by rail, while trucks carried the rest

Mergers are now subject to stricter rules from the United States regulator, which imposed the moratorium in 2000 in the face of Canadian National Railways' now-defunct $28-billion plan to combine with Burlington Northern Santa Fe. The United States regulator feared that the deal would trigger immature mergers by other United States railways even though the dust has not settled from previous transactions. It also wanted time to study the ramifications of a move that would leave the United States with two major railways.

A solution was ... of inter-modal transport strategies among rail and trucking

Before 2001, United States regulator encouraged mergers to the extent that the number of United States rail companies decreased from 30 in 1978 to 6 in 1998 and to 4 in 2001. New United States rules put more pressure on merging railways. Applicants should demonstrate how a merger would enhance competition and should submit a list of promises and detailed accountability and contingency plans. Canada was reviewing rail merger policies in *the Canada Transportation Act*, as the current policy showed Canada as more lenient to mergers than the United States.

Other major developments in the land transportation industry in 2001 involved a market share war between rail and trucking companies. The Railway Association of Canada, funded by CP Rail and Canadian National Railways, estimated that 44.0 per cent of goods exported to the United States went by rail, while trucks carried the rest. With cross-border trade valued at $700 billion a year, a few percentage points of market share from truckers to railways would be worth billions in extra revenues. Truckers are also represented by lobby groups, the Canadian Trucking Alliance and the Ontario Trucking Association.

The land transport infrastructure was also an element of the arguments between the two industries. Highways were built and maintained by governments and the taxes paid by truckers covered only a fraction of the cost. The loosening of regulations has allowed trucks to get bigger and heavier to carry more goods. In contrast, the rail industry paid for its own roads and infrastructure. In addition, while rail companies paid less diesel fuel taxes than trucks, they paid more in other taxes, including property and income taxes. The Rail Association of Canada claimed that its tax burden is twice that of American rivals, and 29.0 per cent more than that of Canadian truckers.

Future considerations were important factors in the industry. In 2001, there were five million truck trips through the Toronto-Windsor corridor for cross-border trade, and is expected to increase to 12 million in 2020. This does not include trucks making trips within Ontario, or regular automobile traffic. Billions of dollars in investments in land transportation infrastructure were needed to keep goods and people moving efficiently.

- As a first step, the federal government has earmarked $600 million to contribute toward strategic highways in Canada, and to better integrate the national road system.
- The idea of upgrading railway lines to reduce the number of trucks on highways was also proposed. Noting the current congestion, observers argue that rail is cheaper, more practical and safer, and having fewer trucks would allow commuters to use better highways, as pressure on highways would be reduced.
- A third solution was the encouragement by the federal government of inter-modal transport strategies among rail and trucking. Canadian Pacific Rail already has an expressway service with a technology for loading and unloading truck trailers on to trains while Canadian National Railways was building a new inter-modal terminal in Ontario that could reduce the number of trucks on highways.

Road Transportation

Prior to the 1990s, rail companies thrived in regulated, subsidised and anti-competitive environment. Deregulation, both in rail and trucking, globalisation, and government deficits, changed the environment in which transportation firms operate. Today, trucking is the dominant mode of commercial transportation in North America. More than 90.0 per cent of consumer products and foodstuffs in Canada are shipped by truck. According to Transport Canada, there are about 700,000 large trucks registered in Canada, of which some 420,000 haul freight commercially. There are approximately 10,600 for-hire carriers,

Today, trucking is the dominant mode of commercial transportation in North America.

450 private carriers and 2,400 courier companies. According to Statistics Canada, for-hire trucking firms generate $20 billion in gross revenues annually. Almost 60.0 per cent of the $300 billion in goods and services traded between Canada and the United States travel by truck.

The trucking industry supports an enormous network of manufacturers, distributors, and other suppliers of goods and services. Almost 400,000 Canadian males list their primary occupation as truck driver (the highest of any occupation). More women worked as truck drivers in 2001 compared to 1977, when there were only seven women in North America driving big trucks. The North American Free Trade Agreement and domestic changes have led to the growth of the trucking industry. Domestic changes included the demise of the Crow Rate, rail line abandonment, and the transition from local grain elevators to super grain elevators.

More products are being transported by truck than ever before. In addition to the traditional raw primary products, Canada is now exporting value-added goods, which are time-sensitive and need to be shipped by truck.

Trucking is a competitive industry where prices are driven primarily by service and rates. Combined with expanded markets and increased business potential, the competition is now moving for the limited supply of skilled labour. Employment equity has the potential to play an important role in the success and growth of the trucking industry. Success is determined by the availability of well-trained, knowledge-based employees, where non-drivers make up 40.0 per cent of the workforce. Trucking companies need a lot more than drivers to run their business. They hire, among others, business administration graduates, accountants, mechanics, dockworkers, drivers, clerical staff, computer operators and programmers, network administrators, marketing specialists, salespeople, human resources specialists, trainers, supervisors, managers, operational, maintenance and risk management staff.

In the face of severe shortage of drivers, trucking companies were targeting student recruits in 2001. Shortages were as high as 50,000. The Ontario Trucking Association launched a *Career Highways* recruitment program to attract potential drivers. Trucking is competing for new employees on the brink of a baby-boom retirement crisis. The industry, like many others, is facing a retirement crunch. The pool of 33-to-55-year-olds is expected to decrease 25.0 per cent over the next five years. Truck driving employs more workers over the age of 55 and fewer under 25 than other occupations. The Atlantic Provinces Trucking Association also stepped up efforts to promote opportunities. Atlantic Canada will need thousands of drivers over the next five years. Between 130 and 140 drivers graduate each year in the region, but this does not meet employer needs. Employers have immediate needs for hundreds of drivers if they were found.

The shortage is not limited to Canada, the United States and Europe are responding to the crisis by lowering truck-driving age. In some Canadian provinces, truck-driving age is now 19. However, the dilemma is that commercial vehicles are today technologically advanced, equipped with electronic controls, satellite positioning systems, and computers, so individuals should carry several skills besides driving and a high school diploma. The typical annual salary for drivers in Canada is $50,000.

Union Membership in Canada—2002

Preliminary data indicate that union membership in January 2002 stood at 4,174,000, representing union density of 31.1 per cent.

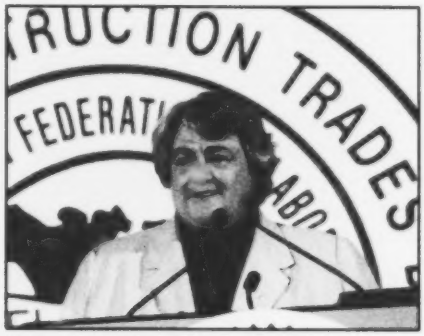
For additional information concerning union membership in Canada for 2002, visit the Workplace Information Directorate Web site at

<http://labour-travail.hrdc-drhc.gc.ca/doc/wid-dimt/eng>.

BUILDING TOGETHER—A TALK WITH THE CANADIAN BUILDING TRADES

JP Surette
Communications, Labour Program
Human Resources Development Canada

On September 23–25 2002, the Building and Construction Trades Department, which represents 14 affiliated construction unions, hosted its annual legislative conference in Ottawa. Over 250 members from across Canada convened on the nation's capital to learn and exchange ideas on the legislative and political direction of the union.



The Honorable Claudette Bradshaw, Minister of Labour

Federal Labour Minister, Claudette Bradshaw, was invited to address the delegates. She wasted no time in announcing new developments on Fair Wage Schedules.

"All the provinces and territories now have fair wage schedules and we have begun the process of updating rates," she explained. "We expect to have the first updated schedules, beginning in the Atlantic Provinces, available by the end of the year."

Minister Bradshaw went on to announce the development of fair wage schedules for apprentices. Apprentice Tables contain fair wage rates for apprentices, and each level of apprenticeship. The Labour Program expects these tables to be available by 2003.

The Minister also took the opportunity to stress to delegates that although Canada enjoys a healthy industrial relations climate at home, there are still places in the world where trade unionists give their lives defending workers' rights.

"Recently, a survey by the International Confederation of Free Trade Unions found that over 220 trade unionists were killed or 'disappeared' in 2001," said Minister Bradshaw. "I find that statistic very disturbing, and it hits home how important our work is on a global scale."

Internationally, Canada continues to work hard to promote labour rights. One issue common to all 34 countries throughout the Americas is poverty. Minister Bradshaw has visited numerous countries and has witnessed many substandard working and living conditions. Developing stronger, more cooperative relations between countries regarding labour issues is one way to combat this. Since her appointment as Labour Minister, she has made this a major focus.

Minister Bradshaw also told the delegates that the extent of workers rights—to achieve decent work and a decent life for all citizens—will be the true measure, and will decide the future of globalization.

"Our approach is based, not in a blind faith in market forces, but on the belief that the pursuit of open markets must be joined by increased distribution of wealth" she said. "I believe that by working together, we can direct globalization and technological change to improve the lives of working people everywhere. Economic and social development must go hand in hand."

Delegates at the Conference seemed impressed with Minister Bradshaw's comments; her remarks were followed by a standing ovation.

Claudette Bradshaw has been the Minister of Labour since she was appointed in 1998, making her Canada's longest serving federal labour minister in 25 years.

SELECTION OF RECENT CHANGES IN CANADIAN LABOUR LAWS

Adopted Bills, Regulations and Other Statutory Instruments

Michel Gauvin and Charles Philippe Rochon
Strategic Policy and International Labour Affairs
Labour Program, Human Resources Development Canada

Manitoba: *The Safer Workplaces Act (Workplace Safety and Health Act Amended)*; Bill 27 Royal Assent August 9, 2002

This Act brought various amendments to the *Workplace Safety and Health Act*, the most important of which are described below.

New Duties for Employers

In addition to the general duty of an employer to provide safety and health information, instruction and training to all his/her workers, new provisions require an employer to provide information, instruction and training to a worker to ensure, so far as is reasonably practicable, his/her safety and health, before the worker begins performing a work activity at a workplace, performs different work than the worker was originally trained for, or is moved to another area of the workplace or a different workplace that has different facilities, procedures or hazards.

However, a worker may perform work while being trained if he/she is under the direction of a supervisor or another person who is fully trained and has sufficient experience in performing that work activity to ensure that the safety or health of the worker and any other person is not at risk.

A worker is entitled to the same wages and benefits for any time spent in training that he/she would be entitled to had the worker been performing his/her regular work duties during that time.

New Duties for Supervisors

Supervisors are specifically required, among other things, to take reasonable precautions to protect the safety and health of workers under their supervision and to make them aware of all known or reasonably foreseeable risks in the area where they work.

New Duties for Contractors, Owners and Suppliers

Prime contractors are required for construction projects involving more than one employer or self-employed person at the same time. Their duties include co-ordinating work on the project and ensuring, so far as is reasonably practicable, that all persons working on the project comply with the *Act* and the regulations.

When work is performed by employers, their workers or self-employed persons under a contract with a contractor, the latter must ensure, so far as is reasonably practicable, that workplaces and work processes or procedures, that are not in the direct and complete control of the employers or self-employed persons, do not create a risk to the safety or health of any person.

Owners of land or premises used as a workplace are required to take reasonable precautions to ensure that matters under their control do not create a risk to the safety or health of any person.

Duties of suppliers include ensuring, so far as is reasonably practicable, that any tool, equipment, machine, device, or chemical or biological substance provided for use at a workplace is safe when used in accordance with the instructions provided by the supplier, and conforms with the requirements of the *Act* and the regulations.

Workplace Safety and Health Program

Employers must establish a written safety and health program for each workplace where 20 or more of their workers are regularly employed. However, the Director of the Workplace Safety and Health Division may issue an order permitting an employer to establish a workplace safety and health program for more than one workplace or parts of more than one workplace.

Specific matters must be included in a workplace safety and health program, and an employer must design the program in consultation with the workplace safety and health committee or, if there is no committee, the worker safety and health representative for the workplace.

Duty to Provide Required Information

The *Act* requires information relating to workplace safety and health to be shared between prime contractors, contractors, owners, employers and self-employed persons.

Workplace Safety and Health Committees and Representatives

New duties for committees and representatives are specified. They include making recommendations to the employer or prime contractor about the safety and health of workers, inspecting the workplace at regular intervals and participating in investigations of accidents and dangerous occurrences at the workplace.

An employer (including a prime contractor) who receives written recommendations from a committee or representative identifying anything that may pose a danger to the safety or health of any person in a workplace under his/her control, must respond in writing to the committee or representative no later than 30 days after receiving the recommendations, unless the employer implements all the recommendations within that period. The response of an employer must contain a timetable for implementing the recommendations that he/she accepts, and give reasons why the employer disagrees with any recommendations and does not accept them. If no agreement can be reached regarding the response of an employer, the matter may be referred to a safety and health officer.

Upon request, the employer or prime contractor must disclose to the committee or representative information concerning the testing of any equipment, device, or chemical or biological substance used at a workplace as well as reports on workplace safety and health inspections, investigations, monitoring or audits.

The worker co-chair of a committee at a workplace or a committee member who represents workers, or a representative if one has been designated and is available, is involved in the resolution of a situation involving a right to refuse dangerous work.

Exemption from Regulation

After consulting with any parties he/she considers appropriate, the Director of the Workplace Safety and Health Division may issue a written order exempting a person or class of persons from any provision of a regulation to meet the special circumstances in a particular case. The Director may make such an order only if he/she is satisfied that no worker's health or safety is materially affected by the exemption. (Previously, the Director had the power to vary provisions or standards of codes of practice.)

Stop Work Orders

While a stop work order is in effect, any worker who is directly affected by the order is entitled to the same wages and benefits that he/she would have received had the stop work order not been issued, and the employer may reassign the worker to alternate work. If the employer provides satisfactory evidence that alternate work is not available, the Director of the Workplace Safety and Health Division may order that the obligation to continue paying the same wages and benefits does not apply for a specified period.

Discriminatory Action

The actions that constitute discriminatory actions under the *Act* are more clearly defined.

Safety and health officers appointed under the *Act* investigate and resolve discriminatory action complaints rather than the Manitoba Labour Board.

Appeal Process

The process for appealing orders or decisions of safety and health officers has been standardized. Decisions made by officers regarding improvement orders, stop work orders, discriminatory action, or the right to refuse dangerous work may be appealed to the Director of the Workplace Safety and Health Division. Decisions made by the Director may be appealed to the Manitoba Labour Board. A further appeal may only be made to the Court of Appeal on a question of law or jurisdiction and by leave of a judge of that Court.

Administrative Penalties and Additional Fines

The Act also includes a system of administrative penalties for non-compliance with improvement orders. A person who pays an administrative penalty (maximum $5,000) for failure to comply with an improvement order cannot be charged with an offence respecting that failure, unless the failure continues after the penalty is paid. The Act requires the government to

use the amounts paid for the purpose of educating the public on matters relating to workplace safety and health.

When a person is convicted of an offence under the Act, the court may, having regard to the nature of the offence and the circumstances of the case, order the offender to pay to the Minister responsible for the administration of the legislation an amount that the government must use for the purpose of educating the public on matters relating to workplace safety and health. Such a penalty may be required in addition to any other penalty that may be imposed under the Act, but the combined amount cannot exceed the maximum penalty for which the offender could be liable.

Coming Into Force

These amendments to the *Workplace Safety and Health Act* came into force on August 9, 2002, except for the provisions dealing with administrative penalties, which took effect 90 days after that date.

Quebec:* Regulation to amend the Regulation respecting labour standards*; Gazetted August 28, 2002

The purpose of this Regulation, which came into force on October 1, 2002, is to increase the general minimum wage rate by 30 ¢ per hour, raising it from $7.00 to $7.30 per hour. The minimum wage rate for employees who generally receive gratuities is set to increase from $6.25 to $6.55 per hour and the weekly rate for housekeeping service workers living at their employer's residence will be brought from $280 to $292.

These increases are being carried out in two steps. An initial increase of 20 ¢ per hour took effect on October 1, 2002, with a second increase of 10 ¢ per hour scheduled for February 1, 2003. The minimum weekly salary for housekeeping service workers living at their employer's residence increased by $8,00 on October 1, 2002, and will be raised by an additional $4,00 on February 1, 2003.

In addition, an amendment to section 22 of the *Regulation respecting labour standards* now allows an employee to take a full maternity leave if she gives birth to a stillborn child after the start of the 20th week preceding the expected date of delivery. Previously, maternity leave normally had to end five weeks after a stillbirth.

For additional information on recently adopted or proposed changes to Canadian Labour Laws, please visit the Labour Program Web site at:

http://labour-travail.hrdc-drhc.gc.ca

and click on "Canadian Labour Law Information."

READERS' CORNER

Michèle Auger, Fred Longley and Edward Popoff
Library and Information Management Services
Human Resources Development Canada

HRDC Departmental Library

Learning

Adult Back to School Planner. Edmonton, Alta.: Government of Alberta, Human Resources and Employment, 2002.
HRDC CA2 AL1 AC3 02A26

This planner will help an adult prepare for a return to school by providing practical information and advice on personal management, learning skills, and training and career options. It details in simple language how to make a short-term action plan, challenges to anticipate, support that will be needed and how to get it. Other topics covered are time and stress management, problem-solving, and balancing personal and school life. Selected Alberta government Web sites and publications are recommended for information on education and training options, career planning, and budgeting for school.

Billett, Stephen. **Learning in the Workplace: Strategies for Effective Practice.** Crows Nest, N.S.W.: Allen & Unwin, 2001.
HRDC HD5715 B54

This guide is designed to help human resource practitioners in organizations of all sizes get the most out of on-the-job learning. Drawing from research on learning in a wide variety of workplaces in various countries, the author analyses the strengths and limitations of workplaces as learning environments. He then advances a model of workplace curriculum, examining guidance available directly and indirectly from other workers which augments that provided freely within the workplace. The role of the enterprise in supplementing everyday workplace learning through organized training is also presented.

Broadbent, Brooke. **ABCs of E-learning: Reaping the Benefits and Avoiding the Pitfalls.** Alexandria, Va.: ASTD; San Franciso, Calif.: Jossey-Bass/Pfeiffer, c2002.
HRDC LB1044.87 B76

ABCs of E-learning is a guide to finding the right e-learning approach for individuals and organizations. It introduces e-learning terms and concepts and summarizes the design, delivery and evaluation challenges in implementing e-learning in an organization. Broadbent discusses how to use the four basic types of e-learning: leader-led, self-paced, performance support tools, and informal learning. He provides background information needed to resolve a wide variety of e-learning problems. Step-by-step procedures are accompanied by checklists, practical tips and exercises.

Marks-Beale, Abby. **Success Skills: Strategies for Study and Lifelong Learning.** 2nd ed. Cincinnati, Ohio: South Western: Thomson Learning, c2002.
HRDC LB1049 M37 2002

Success Skills focuses on the key areas vital to lifelong learning: learning by doing; concentration and note-taking; mastering tests; using your critical and creative mind; and research and writing. The author provides extensive self-assessment, critical thinking and review activities. With its school-to-work focus, this text will be useful to both the academic and corporate learner.

Murray, Debbie A. **E-learning for the Workplace: Creating Canada's Lifelong Learners.** Ottawa: Conference Board of Canada, c2001. On Internet: <http://www.conferenceboard.ca/education/pdf/e-learning_for_the_workplace.pdf>.
HRDC CA1 MPY221a 01E48

This report presents the results of a Conference Board of Canada study on the use of e-learning in the workplace. Despite challenges of cost, lack of time and content issues, e-learning is gaining in popularity among employers and employees due to its many advantages. The report examines the factors in the success of this new mode of learning and the barriers to be overcome in disseminating it further in the Canadian workplace. A glossary of terms and a toolkit for the development of an online learning strategy are included.

Rosenberg, Marc Jeffrey. **E-learning: Strategies for Delivering Knowledge in the Digital Age.** New York: McGraw-Hill, c2001.
HRDC LB1044.87 R68

Writing for professionals in workplace learning, Rosenberg explains the strategic, organizational and technology issues in developing organization-wide online learning. He discusses the application of knowledge management and how e-learning will change the nature of training organizations. The accomplishments in e-learning of several major corporations are examined. Focusing on both "why" and "how", this practical guide shows how to make e-learning a part of work culture.

Rylatt, Alastair. **Learning Unlimited: Transforming Learning in the Workplace.** 2nd ed. London: Kogan Page, 2001.
HD58.82 R94 2001

Beginning with a critical and comprehensive explanation of the "learning organization" and "workplace learning", the author goes on to provide detailed implementation strategies for workplace learning transformation in all types of organizations. A tool kit of practical exercises helps readers to identify the needs of their organization and construct an action plan to create a learning environment.

Schank, Roger C. **Designing World-Class E-learning: How IBM, GE, Harvard Business School and Columbia University Are Succeeding at E-learning.**
New York; Toronto: McGraw-Hill, c2002.
HRDC HF5549.5 T7 S32

Based on its core message that the best e-learning programs teach skills through simulations and role-playing scenarios, this book explains a "learning by doing" approach used to develop successful online courses for leading organizations. The author examines the known components of effective training and then explores how they can be enhanced through technology. This e-learning approach is designed to encourage employees to want to learn and to learn from failures in the virtual work environment, and to decrease training costs while increasing productivity. Step-by-step procedures are provided for designing, implementing and assessing Web-based training, using examples from successful programs.

Working to Learn: Transforming Learning in the Workplace.
Edited by Karen Evans, Phil Hodkinson, Lorna Unwin. London: Kogan Page, 2002.
HRDC HF5549.5 T7 W69

The workplace has become a crucially important site for access to learning. The contributions in this book, by policy makers and practitioners in a variety of disciplines, examine transformations in the nature of work that affect learning and skills requirements, and how these needs can be met. Implications for change in management practice, employment regulation, and accreditation of learning are discussed. While many of the chapters focus on British thought and practice in workplace learning, international comparisons provide a wider base for drawing lessons from current experimentation.

NOTES

1. *For other available references in French language only, see the French version of the Workplace Gazette / Gazette du travail.*

2. *Human Resources Development Canada employees can borrow these items from the Departmental Library. Others can borrow them through their own library.*

Tel.: (819) 994-2603
Fax: (819) 953-5482
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Web Site: http://www.hrdc-drhc.gc.ca/library/common/lib.shtml

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YESTERDAY AND TODAY

Collective Agreement Expiry and Settlement Month

Suzanne Payette
Workplace Information Directorate
Labour Program, Human Resources Development Canada

Fifty Years Ago...

A first analysis of termination months of collective agreements in Canadian industry was undertaken. In 1952, four months, March, April, August and December represented close to one half of all employees covered and roughly the same proportion of agreements terminating in that year. During these months, agreements, many of them covering large groups of workers, were in such industries as pulp and paper, manufacturing and construction, railway and telegraph.

Although there was no marked seasonal concentration of collective bargaining for all industries, some definite patterns exist for individual industries. In some industries, bargaining tended to precede the busiest season of the year. Typical of these industries were: construction, fishing, meat packing, fur products, fruit and vegetable products and fish products. In other industries, the termination date now in effect was influenced by the course of events during previous negotiations. In some cases bargaining continues after the termination month of old contracts and the new contract may have be given the date on which agreement was finally reached.

Today...

Over the last three years, the termination months of collective agreements in Canadian industry are concentrated during the months of March April, June, August and December. These months combined, each representing between 15 and 20 per cent of agreements, represent an average of three quarters of agreements and roughly the same proportion of employees covered. By contrast, other months each represent less than 5.0 per cent of agreements and employees. The industry sectors covered during these months include education, health and social services, manufacturing, public administration, transportation, and construction.

Settlement month patterns offer greater change by year than termination months. For example, in the year 2000, settlements were concentrated during the months of February, March, May and December while in the year 2001, settlements were concentrated in the month of June (with 18.2 per cent) followed by May and July with approximately 10 per cent of agreements. The year 2002 has seen a high concentration of settlements during the month of April (19.5 per cent of agreements) followed by May, June and July with between 15 and 11 per cent of agreements.

More detailed analysis of both termination and settlement months for the year 2000, 2001 and year to date 2002 is provided in an article on pages 56 to 59.

Workplace Information

Information sur les milieux de travail

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The Workplace Information Directorate is your source for up-to-date, customized information on industrial relations and collective bargaining in Canada.

By meeting your specific research needs, we can assist you in preparing for the resolution of issues at the bargaining table. We can also help you keep abreast of developments in the industrial relations field through our information service and publications. Our resources are used by negotiators, researchers, economists, consultants, journalists, teachers and many others.

Wage Settlements Bulletin

A monthly publication providing the most up-to-date information and analysis of major wage developments in collective bargaining in Canada. The Bulletin is a valuable and recognized reference source providing statistical and analytical information illustrated with useful charts and tables on recent wage developments. The aggregate data and details are published in the following groupings: public and private sectors, regions and jurisdictions, and major industry groups. **Subscription**: Canada, 1-yr: $220 or 2-yrs: $400 plus 7% GST; other countries, U.S. 1-yr: $220 or 2-yrs: $400. (Available by e-mail, mail or fax).

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A searchable labour relations database providing timely information on the key aspects (settlement reports and full collective agreement contract language) of collective bargaining in Canada. Access via the Internet. Available ***free*** as an added value to subscribers of our publications.

Visit our Web Site for information on work stoppages, labour organizations in Canada, a calendar of collective agreement expiries and reopeners, articles and case studies published in the Workplace Gazette, information on innovative workplace practices and a selection of recent changes in Canadian labour laws.

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